



Technical Report 2016-01

The Center for the Army Profession and Ethic (CAPE) Annual Survey of the Army Profession (CASAP FY16)

December 2016

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Center for the Army Profession and Ethic (CAPE)

U.S. Army Training and Doctrine Command

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| 14. ABSTRACT (<i>Maximum 200 words</i>): The Center for the Army Profession and Ethic Annual Survey of the Army Profession (CASAP FY16) was distributed to a statistically sufficient, random, stratified sample of Army Professionals (PFC - COL and GS 9 - 15) in April 2016. Its findings contribute to shared understanding of the <i>State of the Army Profession</i> within the <i>Army Culture of Trust</i> -- informing senior Army leaders regarding the effectiveness of policies and practices intended to inspire and motivate Army professionals to "live by and uphold the Army Ethic." Specifically, CASAP FY16 focused on trust at all levels within the Army Profession and with the American people; the extent of training on Army Profession Doctrine and the FY15/16 America's Army – Our Profession (AA – OP) theme, "Living the Army Ethic," <i>Why and How We Serve</i> ; and awareness and acceptance of the Sergeant Major of the Army initiative, "Not In My Squad." Results indicate that Soldiers and Army Civilians embrace their shared identity and express commitment to "live by and uphold the Army Ethic." However, coaching, counseling, mentoring, and trust among components and communities of practice require continued attention and steady improvement. These findings will drive training and education products supporting the FY17/18 AA – OP theme, <i>One Army, Indivisible</i> . Assessment of the <i>State of the Army Profession</i> assists Senior Army leaders in understanding the effects of policies and programs on the <i>Army Culture of Trust</i> and on the development of <i>Trusted Army Professionals</i> . As such, CASAP is a strategically important asset and a recurring proponent responsibility (AR 5-22). | | | | | | | | |
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Executive Summary

As part of the continuing effort to assess the *State of the Army Profession*, the Commanding General, Combined Arms Center, Training and Doctrine Command, approved the Center for the Army Profession and Ethic (CAPE) Annual Survey of the Army Profession (CASAP) FY16 (Army Research Institute Survey Control Number: DAPE-ARI-AO-16-5, RCS: MILPC-3, see Army Regulation 70-25 *Use of Volunteers as Subjects of Research* and figures A-1 and A-2 at appendix A of the main report).

In his memorandum for Soldiers and Army Civilians who were randomly selected to respond to CASAP FY16, the Commanding General, Combined Arms Center noted:

“All of us ... are responsible Stewards of the Army Profession. As we live by and uphold the Army Ethic, we continuously reinforce trust with the American people and with each other. We are expected to take care of our Army Family and the resources we are provided to accomplish our missions.

As an essential component of Stewardship, we continuously assess the state of the Army Profession. In this regard, we need your candid, confidential perspectives ... these will help inform senior Army leaders about present strengths and weaknesses within the Army Profession.”

Results from CASAP FY16 provide an overview of the *State of the Army Profession* from the perspective of a statistically sufficient, stratified sample of Soldiers (PFC-COL) in all components and Army Civilians (GS 9-15), (see figures 1 and 2, main report). Its essential elements of analysis include Army Profession Doctrine, Trust (internal and external), and Training (on “America’s Army – Our Profession” themes and the Sergeant Major of the Army (SMA) initiative “Not In My Squad,” see figure A-10, main report).

CASAP FY16 was distributed beginning on 4 April 2016 and ending on 3 May 2016. As indicated in figure 2, main report, the response rate (6.4%) yields 95% confidence, plus or minus 1.1%, that the overall results represent the Army Profession within the survey population.

Principal findings are presented as the percentage of respondents selecting an option on each item (number of items = 170) and the average (mean) and standard deviation for all items on a dimension (set of related items). Most items on CASAP FY16 are presented as statements and respondents are invited to select the degree to which they agree or disagree with the statement using a Likert scale (see below, and table 1, main report). Respondents may also select not applicable, as appropriate. Associated ordinal numbers ranged from 1 through 5, excluding Not Applicable (N/A).

CASAP FY16 Response Scale

| Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree | N/A |
|-------------------|----------|---------------------------|-------|----------------|-----|
| 1 | 2 | 3 | 4 | 5 | |

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As displayed below, when results indicate that at least 90% of respondents “agree or strongly agree” with an item for which there is a desired response, the findings are in green. When the results are between 80 and 89%, the findings are in amber. When results are less than 80%, the findings are in red.

CASAP FY16

- **Principal findings – Percent who:**
(Strongly Disagree/Disagree), (Neither Agree Nor Disagree), (Agree/Strongly Agree)
[Response Scale: 1=SD; 2=D; 3=N; 4=A; 5=SA; and N/A]
 - **90% or above Agree or Strongly Agree**
 - **Between 80-89% Agree or Strongly Agree**
 - **Less than 80% Agree or Strongly Agree**
- **Supporting findings include:**
 - **Meaningful differences between –**
Gender (Men & Women)
Community of Practice (PoA/ACC)
Component (Active/Guard/Reserve)
Cohort (Rank or Grade)
CASAP FY16 and CASAP FY15.
 - **Comparisons with previous surveys of the Army Profession or CASAL**

CASAP FY16 also included seven free response questions which were offered to all or to a subset of respondents based upon their selection on preceding items. Results are discussed at tables 11, 13, 15, 38, 40, 48, 50 of the main report.

PRINCIPAL FINDINGS

Principal findings are summarized in the graphic below (and at figure 95, main report). Overall, and consistent with findings from previous surveys of the Army Profession, Soldiers and Army Civilians “agree or strongly agree” they understand Army Profession doctrine and concepts (92%, figures 5, 6, 8, main report), they embrace their shared identity as *Trusted Army Professionals* (95%, figures 5, 9, 10, main report); and they “agree or strongly agree” with the operational definitions (93%, figures 5, 29, 31, 33, main report) and the importance (97%, figures 5, 14, 15, main report) of Army Profession certification criteria: “character, competence, and commitment.” However, they are less confident in the Army Profession’s ability to successfully develop and accurately certify Army Professionals (69%, figures 5, 29, 31, 33, main report).

CASAP FY16 Summary of Principal Findings

| | Agree/Strongly Agree |
|---|----------------------|
| • Army Profession Doctrine: | |
| ➤ Understanding Army Profession and Army Ethic Doctrine and Concepts | 92% |
| ➤ Shared Identity as <i>Trusted Army Professional</i> | 95% |
| ➤ Character, Competence, Commitment / Certification | 93/69% |
| • Trust: | |
| ➤ With the American People | 85% |
| ➤ Among Communities of Practice (PoA & ACC) & Components / Cohorts | 81/83% |
| ➤ With Senior Army Leaders | 72% |
| ➤ In my Leader (Immediate Supervisor) | 80% |
| ➤ In my Peers / Subordinates | 85/92% |
| ➤ Within my Unit/Organization | 82% |
| • Training: | |
| ➤ America's Army – Our Profession (AA-OP) | 69% |
| ➤ "Not in My Squad" (NIMS) | |
| ✓ Awareness / Acceptance of the concept | 47/81% |
| ✓ Mutual Trust and Cohesion: SGTs & SSGs in leadership positions | 83% |

Regarding trust, the strongest results are for trust in one's subordinates (92%, figures 46, 70, main report) and the weakest are for trust with senior Army leaders (72%, figure 47, main report). While these results for subordinates represent a modest improvement over last year's findings, they are generally consistent with findings from previous surveys of the Army Profession. Trust in senior Army leaders is somewhat improved over findings during the Army Profession Campaign, but direct comparisons are not warranted due to changes in the way survey items are worded.

The percentage of respondents reporting they have received training on the "America's Army – Our Profession" themes continues to improve (69%, figure 88, main report). For the first time, CASAP FY16 addressed the SMA's "Not In My Squad" (NIMS) initiative (begun in June 2015). Approximately, half of the Soldiers who responded reported they were aware of the initiative. Regardless, when shown the reason why the SMA began this effort, over 80% reported they supported the purpose of NIMS (figure 90, main report).

CASAP FY16, also assessed the state of mutual trust and cohesion within Squad level units, as perceived by SGTs/SSGs in leadership positions, (77%, Item Q27_03, figure 91, main report). Results are compared with those of other members of the Profession of Arms (PoA) who are also serving as positional leaders (89%). Generally, Squad level leaders are less likely to "agree or strongly agree" on the NIMS dimensions than are other Army leaders in the PoA (figures 91-94, main report).

Army Profession Doctrine:

The doctrine of the Army Profession (ADRP 1) is well received and accepted across the Total Force. Over 90% of respondents “agree or strongly agree” that the Army is a profession and they understand the Army Ethic (figure 6, main report). Soldiers and Army Civilians embrace their shared identity as *Trusted Army Professionals* (95% “agree or strongly agree,” figure 9, main report).

While 85% of respondents “agree or strongly agree” they are mentoring another Army professional(s), only 57% “agree or strongly agree” they are being mentored (Items Q36_04 and Q36_03, figure 9, main report). Respondents affirm support for the importance of character, competence, and commitment (certification criteria for Army Professionals) and are dedicated to life-long development as an Army leader (97%, figure 14, main report).

Army professionals understand their loyalty is to the US Constitution (98% “agree or strongly agree”); they are committed to honoring the bond of trust with the citizens they serve (97%); and Soldiers and Army Civilians see their duty as a calling to honorable service (95%), (See figure 17, main report). This last finding is related to the perspective that their life “has purpose and meaning” (95%, Item Q34_10, figure 19, main report). The correlation between Items Q18_04 and Q34_10 = 0.489.

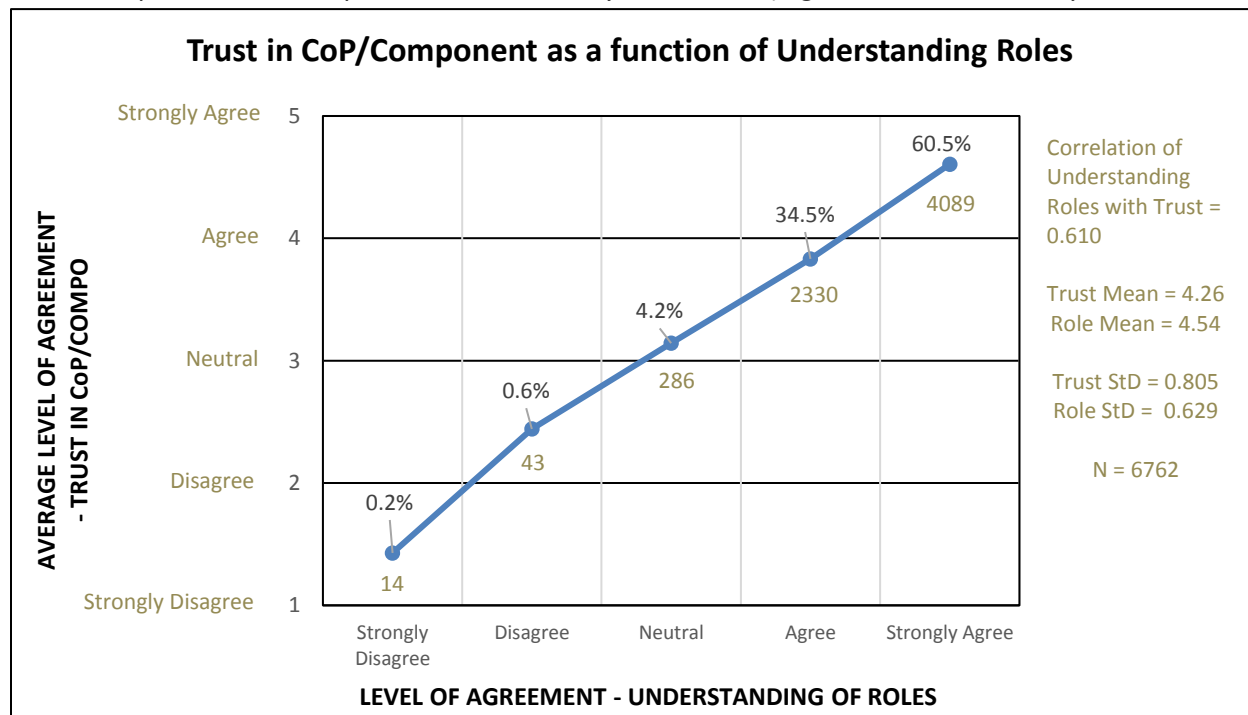
Army Profession doctrine and concepts resonate with Soldiers and Army Civilians (92%, “agree or strongly agree,” on average, with the four Items displayed in figure 6, main report). Army Profession doctrine and concepts are increasingly perceived by respondents to be integrated within training, operations, and professional development (78%, Item Q19_01, figure 88, main report). Both Communities of Practice (CoP) – Profession of Arms and Army Civilian Corps – embrace their shared identity as *Trusted Army Professionals* (95%, figure 9, main report).

There is considerable doubt about the Army Profession’s success at developing the character of Soldiers (77%) and Army Civilians (61%). The difference between confidence in ability to develop Soldiers in contrast to Army Civilians is small (Cohen’s $d = 0.42$, see appendix B, figure B-1 for an explanation and interpretation). A similar finding regarding the Army Profession’s ability to accurately certify Soldiers (70%) and Army Civilians (60%) in character suggests that this is an issue requiring the attention of senior Army leaders. See figure 29, main report. The difference between the response pattern for Soldiers and Army Civilians is small (as measured by Cohen’s $d = 0.20$).

Trust:

Army professionals “agree or strongly agree” (94%) that toleration of unethical practices undermines trust with the American people. They believe that trust with the American people is earned as the Army Profession demonstrates its essential characteristics (88%); and 85% “agree or strongly agree” that the American people trust the Army to defend the Nation. Just over 80% believe the Army as an institution adheres to its ethic and that the Army will sustain the trust of the American people. However, just over half of respondents (54%) believe the Army wisely use the resources entrusted by the American people. This finding requires further study to understand the underlying causes and remedies. Future assessment will focus on the causes and remedies for this finding. See figure 36, main report.

The level of trust among CoP and components is improved over last year. This may be due to senior leader emphasis on the importance of *One Army, Indivisible* (e.g., GEN Mark A. Milley, Chief of Staff



of the Army, speech to National Guard Association of the United States, 11 September 2015 and continuing unit training exercises involving multiple components). An important finding from CASAP FY16 is the strong relationship between perceived levels of trust and belief that one understands the role of a component in accomplishing the Army’s mission (figures 41, 43, main report). This finding will inform training and education products supporting unit and organization professional development activities.

The Secretary of the Army and the Army Chief of Staff approved the FY17/18 “America’s Army – Our Profession” biennial theme *One Army, Indivisible* to focus attention on the importance of mutual trust and cohesive teamwork among the CoP and components (see <http://cape.army.mil/news/one-army-indivisible> and Stand-To: *One Army, Indivisible*, 20 Sep 16, <https://www.army.mil/standto/2016-09-20/>). Effects from the training and education materials addressing the roles of each CoP and each component in accomplishing the Army’s mission will be assessed on CASAP FY18.

For the first time, CASAP FY16 addressed trust among the cohorts. Results varied from a high of 90% for agreement or strong agreement that “I trust Senior Warrant Officers (CW4-CW5) to be honorable servants, Army experts, and stewards of the Army Profession” and Mid-Grade Non-Commissioned Officers (SSGs-SFCs) to a low of 69% for Junior-Grade Army Civilians (GS3-GS8) and Junior Enlisted Soldiers (PVTs-SPCs) (Q41_01f). The lower levels of trust in those cohorts with the least experience in the Army Profession is not surprising. It is possible that all levels of inter-cohort trust could be strengthened with dissemination of information regarding how each cohort is developed and certified through education, training, and experience to perform assigned duty (figure 45, main report).

Trust in General Officers is lower than with other commissioned officers (82% versus 86%). Whereas, trust in senior Army Civilians is higher than other cohorts in the Army Civilian Corps (77% versus 74%). Overall trust that senior Army leaders effectively “ensure we are well led and well prepared” and that they “are properly caring for Soldiers, Army Civilians, and Families” averages 66% (see figures 45-47, main report). These results may reflect a need for senior Army leaders to more effectively communicate the rationale for their decisions, policies, and practices affecting the total force, Army culture, and esprit de corps.

Trust in one’s leader (immediate supervisor) is measured on five dimensions (figures 48, 50, 54, 59, 61, main report). Perceptions that one’s leader (immediate supervisor) builds mutual trust is 82% (figure 54). Impressions that one’s leader (immediate supervisor) “sets the example” averages 77% (figure 59). Leaders are rated lowest (74%, figure 61) on providing coaching and counseling. This finding is consistent with prior surveys of the Army Profession and with other surveys that address this important leader responsibility (figure 62, main report).

Trust in peers is measured on a dimension of ten items with an average of 85% of respondents “agreeing or strongly agreeing” that their peers demonstrate character, competence, and commitment in the performance of their duties (see figure 67, main report). This result is slightly improved in contrast with findings in CASAP FY15, where 82% of respondents “agreed or strongly agreed” with similar items on that survey. Peers are rated highest in overcoming adversity in performance of duty (an indicator of commitment), with 87% “agreement or strong agreement.” The lowest rating, 82%, is with the statement that “peers treat everyone with respect.” This finding provides reinforcement for the NIMS initiative and SHARP which emphasize the importance of recognizing the intrinsic dignity and worth of all members of the team – treating each with respect.

Trust in subordinates is improved over findings from CASAP FY15 (92% versus 85%). Overall, this difference is considered to be small (Cohen’s $d = 0.46$); it is nonetheless in a positive direction. On average, subordinates received the highest ratings for trust in comparison with leaders and peers. Subordinates are perceived to treat others with respect (92%) and to set a good example for others (90%). See figure 70, main report.

Trust in one’s leader, peers, and subordinates is highly dependent on perceptions of their character, competence, and commitment. Specifically, when leaders, peers, and subordinates are rated as demonstrating the Army Profession certification criteria, they are far more likely to be perceived as being worthy of trust. See figures 64, 69, 73, main report.

Trust within the unit or organization and indicators of an ethical climate are measured using three dimensions. On average, 85% of respondents “agree or strongly agree” their unit/organization lives by the Army Ethic in conduct of the mission (figure 74, main report). An average of 81% “agree or strongly agree” their unit/organization demonstrates esprit de corps (figure 79, main report). Perception that the unit or organization demonstrates “respect for the dignity and worth of all” on average is 77% (figure 81, main report).

Perception that the unit is a caring source of support for family/personal matters is 74%, “agree or strongly agree.” Similarly, 73% “agree or strongly agree” that one’s contributions are properly acknowledged and recognized. See figure 81, main report. Interference between demands of duty and responsibilities to family/personal life are reported by 46% of respondents (figure 85, main report). Women are less likely to report this tension than are men, and Soldiers are more likely to perceive this conflict than are Army Civilians (figure 86, main report).

About 30% of respondents report that they “agree or strongly agree” with the statement: “In my present unit I have experienced conflict between ‘loyalty’ to my team and ‘doing what is right’.” Of those, about 20% report this is a routine challenge (figure 84, main report). These results are consistent between men and women and between the PoA and ACC (figure 86, main report).

Perceptions that the unit, as a team, demonstrates “character, competence, and commitment” is directly related to perceptions of unit trust and cohesion (correlation = 0.865, figure 83, main report). Given that respondents perceive an ethical climate, the percentage who perceive that there is mutual trust and pride in mission accomplishment climbs to 98%.

Training and Education:

Following the Army Profession Campaign, which concluded in FY12, the Secretary of the Army and Army Chief of Staff approved the first “America’s Army – Our Profession” (AA – OP) education and training program (2013) to help promulgate understanding of the Army as a profession and to strengthen the *State of the Army Profession*. To help assess the effectiveness of AA – OP, Army surveys, beginning in the 1st QTR FY 13, included various items pertaining to Army professionals’ awareness and acceptance of the AA – OP themes.

On CASAP FY16, 69% of respondents “agreed or strongly agreed” that their unit or organization conducted training on the AA – OP theme. This is an increase over findings from CASAP FY 15 (56%). Specifically, 46% “agreed or strongly agreed” they had received training on the FY 16/17 AA – OP Theme, “Living the Army Ethic” – *Why and How We Serve*. These results reflect a steady increase in the proportion of Army professionals who are receiving training and using CAPE products since the program’s inception. See figures 88, 89 and table 42, main report.

In June 2015, the SMA established the NIMS initiative as a “grass roots” effort to inspire and motivate junior Army leaders (i.e., Squad level leaders) to accept and act on their responsibility to enhance mutual trust and cohesion within their teams. The initiative includes facilitated workshops and developmental resources to help Squad level leaders to strengthen discipline and the professional climate within their units. At the direction of the Commanding General, TRADOC, CASAP FY16 addressed knowledge and acceptance of the NIMS initiative.

Awareness of and support for NIMS in its first year suggests it is well received and having a positive impact (figure 90, main report). This finding will continue to be an element of analysis as will results on items related to the state of mutual trust and cohesion within units and organizations at all levels (figures 91 – 94).

In order for Squad Leaders to establish an ethical climate (supporting decisions and taking actions consistent with the moral principles of the Army Ethic), they must have a “picture” of what an ethical climate should include and some sense of the state of the present climate within their unit. Accordingly, based on feedback from the initial NIMS workshop (June 2015), led by the SMA, and facilitated by the Army Research Institute and CAPE, four key topics were identified: Shared Identity, Standards and Discipline, Esprit de Corps, and Professional Climate. The resource supporting these topics is available for use by leaders in any unit or organization to assess the state of mutual trust and cohesion: <http://cape.army.mil/not-in-my-squad/#>. The items on this resource were adapted from similar items on CASAP FY16.

CONCLUSION

- **Army Profession Doctrine is widely understood and accepted; and our shared identity as *Trusted Army Professionals* is embraced across the Total Army.**
- **AA-OP is well received and is increasingly integrated in training throughout the Force; its effects will require future assessment.**
- **Understanding the role of each element of the Total Army (a focus of FY17-18 AA-OP - “One Army, Indivisible”) has the potential to strengthen mutual trust and cohesion.**
- **Where executed, NIMS is having a positive impact.**
- **Army professionals understand and value their roles as “Stewards of the Army Profession.” However, assessment of our success at caring for each other and our resources suggests that *Stewardship*, at all levels of responsibility, requires our attention.**

CASAP FY16 Technical Report

Background

As part of the continuing effort to assess the *State of the Army Profession*, the Commanding General, Combined Arms Command, Training and Doctrine Center, approved the Center for the Army Profession and Ethic (CAPE) Annual Survey of the Army Profession (CASAP) FY16. (Army Research Institute Survey Control Number: DAPE-ARI-AO-16-5, RCS: MILPC-3, see Army Regulation 70-25 *Use of Volunteers as Subjects of Research* and figure A-2 at appendix A).

- Army Profession Campaign (APC) Surveys issued in 3rd Qtr FY11 (APC I) and 1st Qtr FY12 (APC II).
- Army Profession items integrated within CASAL² FY13 and FY14.
- By APLDF decision, efforts to assess the state of leader development and the Army Profession were conducted separately in FY15. See Technical Report CASAP FY15:
<http://cape.army.mil/repository/reports/Technical%20Report%20CASAP%20FY15.pdf>
- CASAP FY16 was approved by CG, CAC; reviewed by ARDEC for IRB determination³; authorized by ARI⁴; and distributed by CAL from 3 Apr 16 thru 3 May 16 to 121,500 Army Professionals:
 - Soldiers (PFC - COL) - all components
 - Army Civilian Corps (GS7 – GS15)

¹ CASAP = CAPE Annual Survey of the Army Profession

² CASAL = CAL Annual Survey of Army Leaders

³ Assessment/Evaluation: Not human subjects research

⁴ ARI Survey Control # DAPE-ARI-AO-16-5

Figure 1. CASAP FY16, Background

In his memorandum for Soldiers and Army Civilians who were randomly selected to respond to CASAP FY16, the Commanding General Combined Arms Center noted:

“All of us ... are responsible Stewards of the Army Profession. As we live by and uphold the Army Ethic, we continuously reinforce trust with the American people and with each other. We are expected to take care of our Army Family and the resources we are provided to accomplish our missions.

As an essential component of Stewardship, we continuously assess the state of the Army Profession. In this regard, we need your candid, confidential perspectives ... these will help inform senior Army leaders about present strengths and weaknesses within the Army Profession.”

This report forwards results of the analyses of the data and comments provided by an Army-wide sample of Soldiers and Army Civilians.

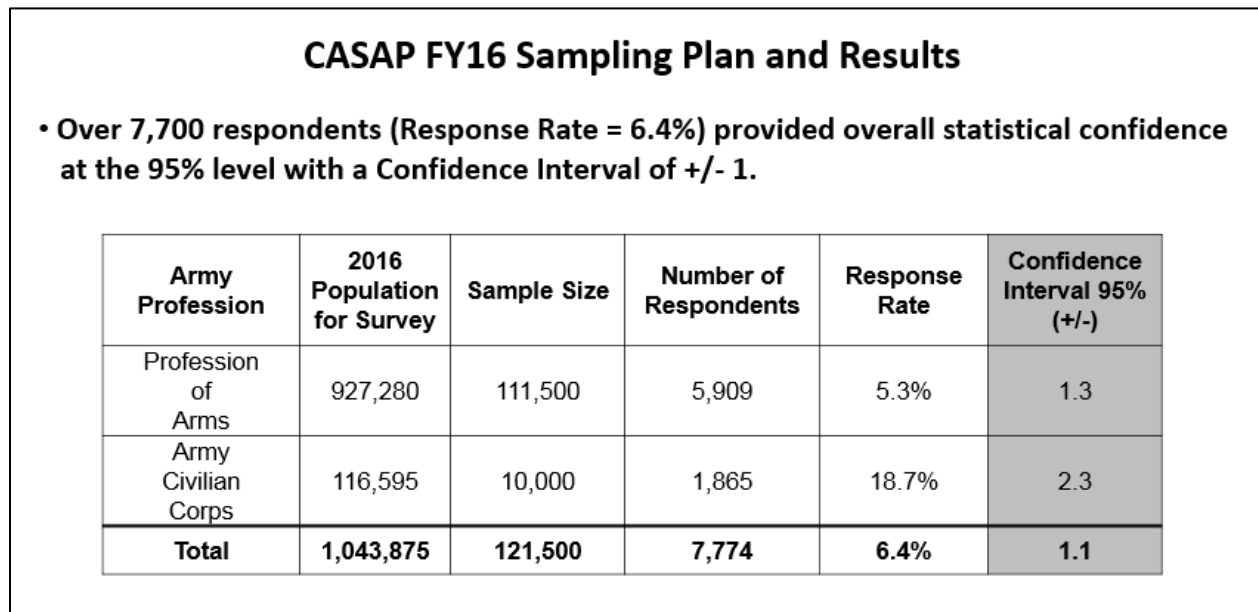


Figure 2. CASAP FY16, sample size, response, confidence level and interval

CASAP FY16 was distributed to a stratified, statistically sufficient sample of Soldiers (PFC-COL) in all Components and Army Civilians (GS 9-15) beginning on 4 April 2016 and ending on 3 May 2016. As indicated above (figure 2), the response rate (6.4%) yields 95% confidence, plus or minus 1.1%, that the overall results represent the Army Profession, within the survey population. The 2016 Population for Survey for CASAP FY 16 is as of 31 March 2016 and does not include Wage Grade Army Civilians, those serving in grades lower than GS7, Senior Executive Service, general officers, or Soldiers in ranks below Private First Class.

The 95% confidence intervals within demographic categories (e.g., gender, component) vary based on the percentage of the total population represented among the respondents — gender: women CI = +/- 2.5 %; men CI = +/- 1.2 %; component within the Profession of Arms (PoA): Active Duty = +/- 1.9 %; Army National Guard = +/- 2.3 %; US Army Reserve = +/- 2.7 %; and Army Civilian Corps (ACC) = +/- 2.3 %. The full tables with response rates by rank and grade are displayed at appendix A, figures A-4 – A-9.

Design and Methodology

Principal findings are presented as the percentage of respondents selecting an option on each item (number of items = 170) and the average (mean) and standard deviation for all items on a dimension (set of related items). Most items on CASAP FY 16 are presented as statements and respondents are invited to select the degree to which they agree or disagree with the statement using a Likert scale (see table 1, below). Respondents may also select not applicable, as appropriate. Associated ordinal numbers ranged from 1 through 5, excluding Not Applicable (N/A).

Table 1. Likert Scale

| Strongly Disagree | Disagree | Neither Agree or Disagree | Agree | Strongly Agree | N/A |
|-------------------|----------|---------------------------|-------|----------------|-----|
| 1 | 2 | 3 | 4 | 5 | |

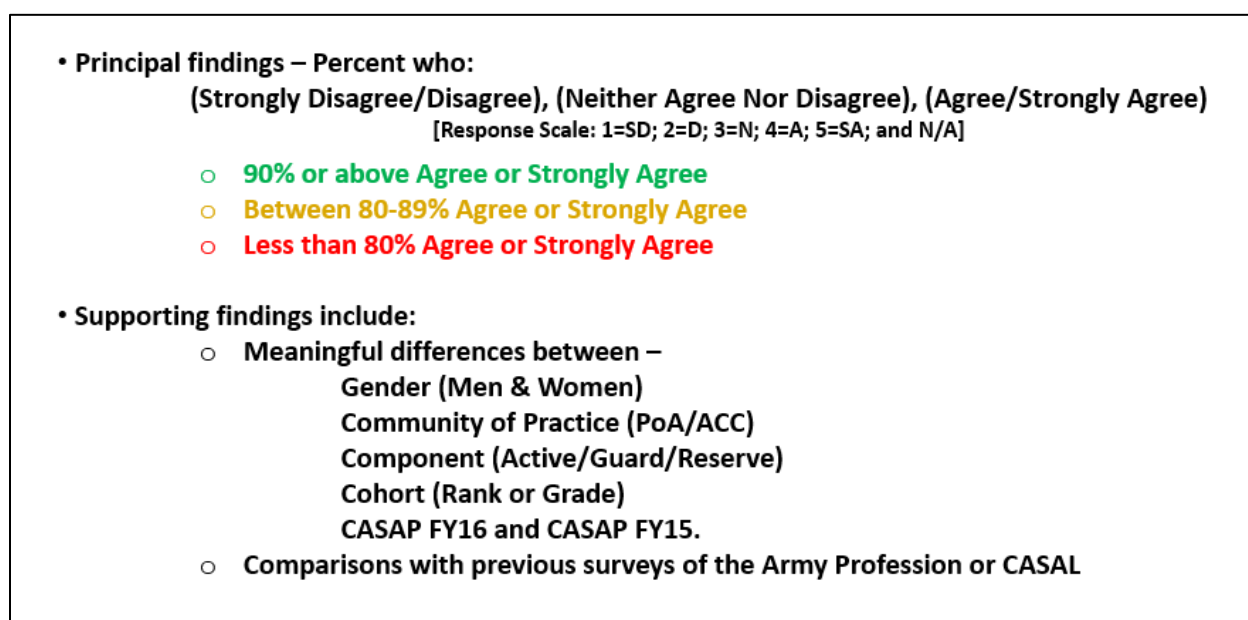


Figure 3. CASAP FY16, findings

As indicated above (figure 3), where results indicate that at least 90% of respondents “agree or strongly agree” with an item for which there is a desired response, the findings are displayed in green. When the results are between 80-89% the findings are displayed in amber. Those results where the percentage of “agree and strongly agree” are less than 80% are displayed in red.

CASAP FY16 also included seven free response questions which were offered to all or to a subset of respondents based upon their selection on preceding items. Results are displayed at tables 11, 13, 15, 38, 40, 48, 50.

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As required by Army Regulation 70-25 *Use of Volunteers as Subjects of Research*, CAPE requested a determination regarding the protocol for distribution and analysis of CASAP FY16. This service was provided by the U.S. Army Research, Development and Engineering command (ARDEC). Their determination is cited below and at figure A-1. As stated in their letter, updated 1 December 2016—

The ARDEC HPA determined that this project is exempt from IRB review in accordance with 32 CFR 219 under category #2, “Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: (i) Information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; AND (ii) Any disclosure of the human subjects’ responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects’ financial standing, employability, or reputation.”

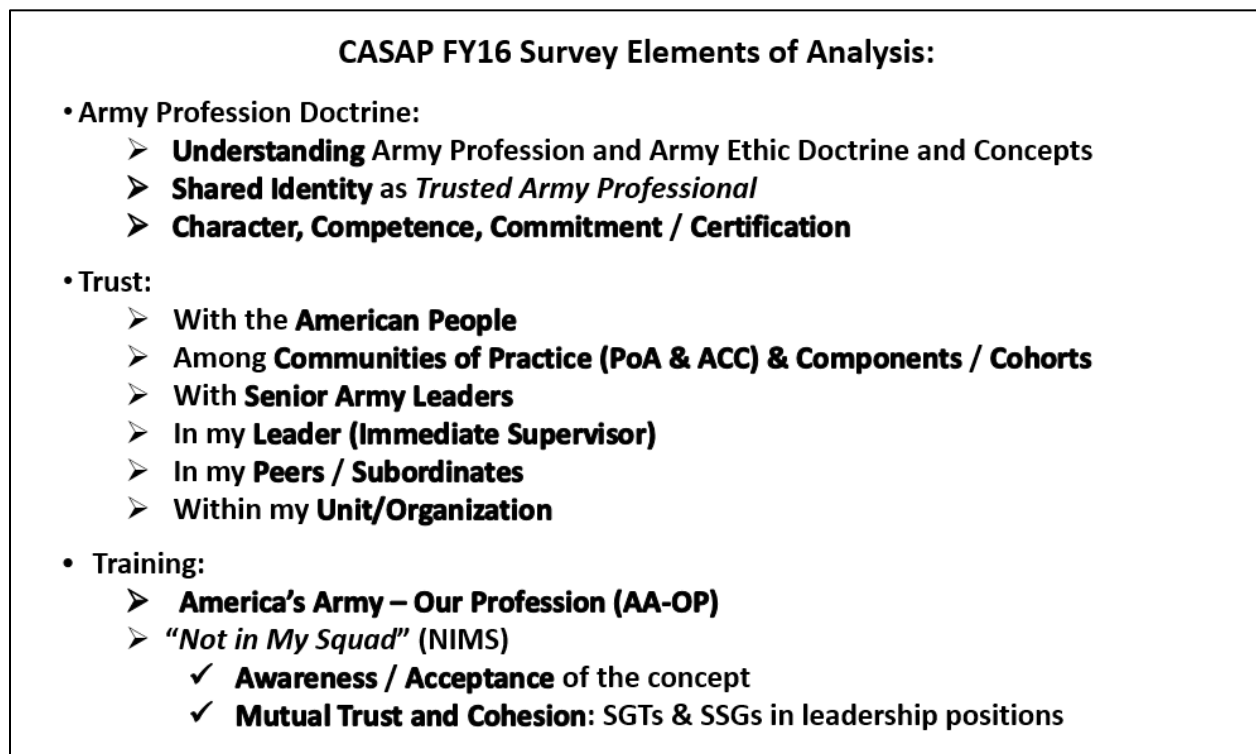


Figure 4. CASAP FY16, elements of analysis

In general, results for CASAP FY16 are similar to or improved in comparison with CASAP FY15. As indicated above (figure 4), CASAP FY16 was designed to assess the *State of the Army Profession* and focused on three major elements of analysis: Army Profession Doctrine as articulated in ADRP 1, *The Army Profession*; Mutual Trust and Cohesion (ADRP 6-0); and Training. The latter included the FY15/16 America’s Army – Our Profession (AA – OP) theme and, as directed by the Commanding General TRADOC, the Sergeant Major of the Army initiative, “Not In My Squad” (NIMS). See also the design graphic at appendix A, figure A-10.

Analyses of the data include examination of differences within demographic categories; specifically Communities of Practice (CoP) – PoA and ACC, Components, Cohort (Rank or Grade), and Gender. Meaningful differences between CASAP FY16 and CASAP FY15 are also examined. The index of “effect size” for differences in the response patterns is *Cohen’s d* (see appendix B, figure B-1 for an explanation and interpretation). Where an issue addressed by an item on CASAP FY16 was also included on prior Army Profession Campaign (APC) Surveys, or the FY13 or FY14 Center for Army Leadership Annual Survey of Army Leaders (CASAL), the prior findings are noted and displayed within this report (see for example figure 8).

Items are grouped in logical sets (dimensions) based on their common theme, confirmed by correlation or *Cronbach’s Alpha* (see appendix B, figure B-2). The item associations are also explored through *Factor Analysis* in order to confirm their statistical relationship and the potential for “item reduction” on future assessments (see appendix B, figure B-3 for a discussion of this statistical procedure).

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Findings

ARMY PROFESSION DOCTRINE

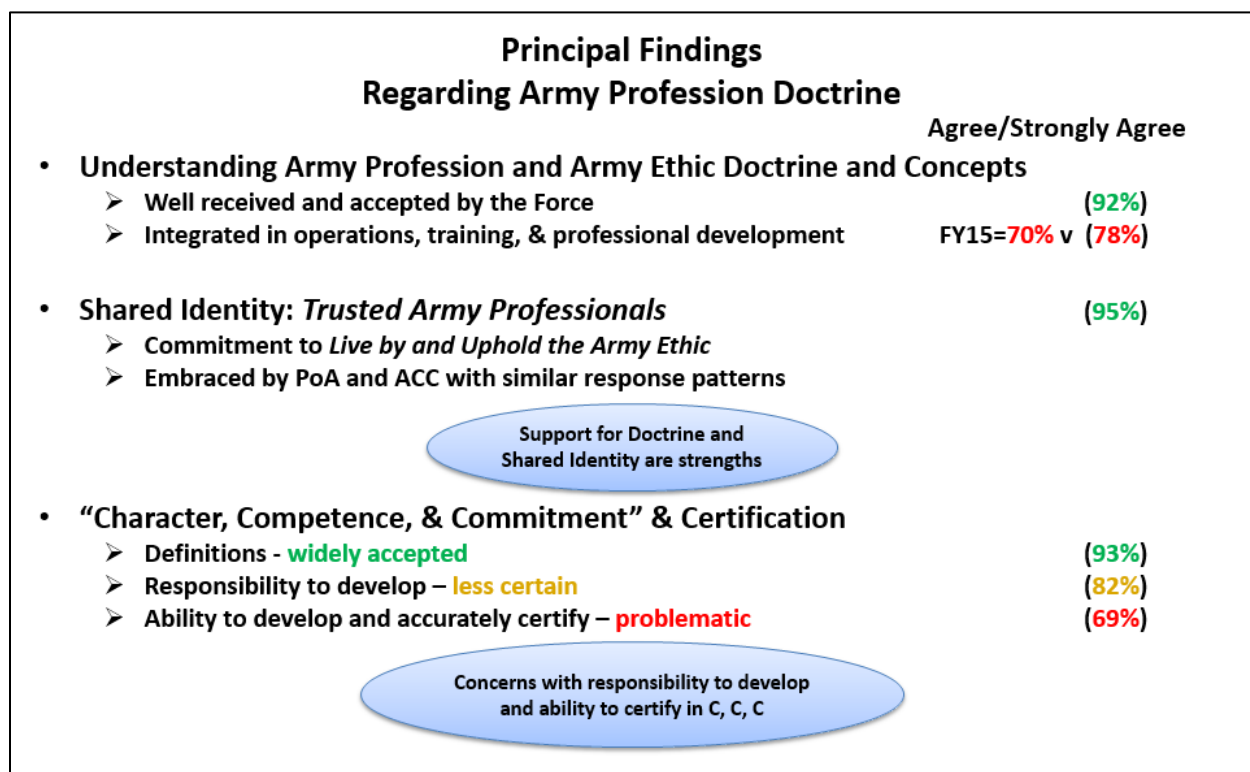


Figure 5. CASAP FY16, Army Profession doctrine, principal findings

Findings (figure 5) from the CASAP FY16 assessment regarding acceptance of Army Profession doctrine, shared identity, and Army Profession certification are summarized above.

Army Profession doctrine and concepts resonate with Soldiers and Army Civilians (92%, “agree or strongly agree,” on average, with four Items, as displayed in figure 6). Army Profession doctrine and concepts are increasingly perceived by respondents to be integrated within training, operations, and professional development (78%, Item Q19_01, figure 88).

Both Communities of Practice (PoA & ACC) embrace their shared identity as *Trusted Army Professionals* (95%, figure 9).

The certification criteria for *Trusted Army Professionals* (character, competence, and commitment) are widely accepted by the Total Force as properly defined and essential for mutual trust (93%). However, there is less confidence that the Army Profession is responsible for developing these qualities (82%) and even less agreement that the Army Profession is successful in developing and accurately certifying Soldiers and Army Civilians (69%). See figures 32, 34, and 36.

Understanding Army Profession and Army Ethic Doctrine and Concepts

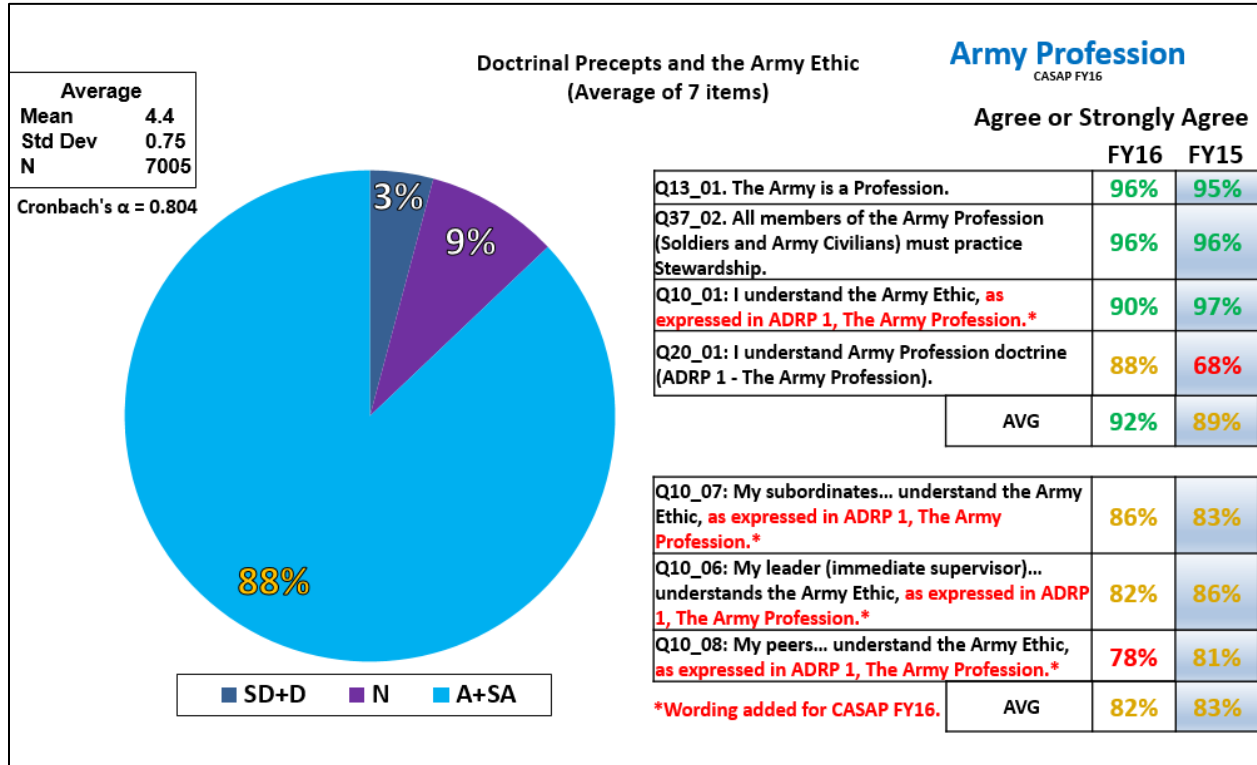


Figure 6. CASAP FY16, perspective on doctrinal precepts and the Army Ethic

Figure 6 displays results for seven items pertaining to the doctrinal precepts of the Army Profession and the Army Ethic. Results from the previous year are shown for contrast. Where the wording for the item was modified from CASAP FY 15, the current wording is shown in red. For example, last year item Q10_01, focused on the Army Ethic as a concept and framework as described in ADRP 1, June 2013. This year, the item was modified to relate specifically to the Army Ethic as published in the update to ADRP 1, June 2015. The decrease in the percentage who “agree or strongly agree” they understand the Army Ethic can be attributed to the inclusion of the phrase “as expressed in ADRP 1” which had been available for about 10 months at the time of the survey.

Overall, over 90% of Soldiers and Army Civilians “agree or strongly agree” that the Army is a profession, that we must all practice stewardship, and that they understand the Army Ethic and Army Profession doctrine. There is less agreement that one’s leader, peers, and subordinates appear to understand the Army Ethic (82%).

Table 2. CASAP FY16, perspective on doctrinal precepts and the Army Ethic

| Understanding of Army Profession Doctrine | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q13_01: The Army is a Profession. | 0% | 1% | 1% | 3% | 27% | 69% | 96% | 4.6 | 0.64 | 7476 |
| Q37_02: All members of the Army Profession (Soldiers and Army Civilians) must practice Stewardship. | 0% | 0% | 0% | 3% | 32% | 64% | 96% | 4.6 | 0.58 | 7483 |
| Q10_01: I understand the Army Ethic, as expressed in ADRP 1, The Army Profession. | 1% | 2% | 2% | 8% | 37% | 53% | 90% | 4.4 | 0.76 | 7449 |
| Q20_01: I understand Army Profession doctrine (ADRP 1 - The Army Profession). | 1% | 2% | 3% | 9% | 41% | 47% | 88% | 4.3 | 0.79 | 7448 |
| AVERAGE | 0% | 1% | 2% | 6% | 34% | 58% | 92% | 4.5 | 0.69 | 7464 |

| Understanding the Army Ethic | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q10_07: My subordinates... understand the Army Ethic, as expressed in ADRP 1, The Army Profession. | 1% | 3% | 3% | 10% | 54% | 32% | 86% | 4.2 | 0.76 | 4446 |
| Q10_06: My leader (immediate supervisor)... understands the Army Ethic, as expressed in ADRP 1, The Army Profession. | 1% | 2% | 4% | 14% | 34% | 49% | 82% | 4.3 | 0.89 | 7351 |
| Q10_08: My peers... understand the Army Ethic, as expressed in ADRP 1, The Army Profession. | 1% | 3% | 4% | 17% | 48% | 30% | 78% | 4.0 | 0.83 | 7385 |
| AVERAGE | 1% | 3% | 4% | 14% | 44% | 38% | 82% | 4.1 | 0.83 | 6394 |

| | | | | | | | | | | |
|-------------------------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Combined Average | 1% | 2% | 3% | 9% | 38% | 50% | 88% | 4.4 | 0.75 | 7005 |
|-------------------------|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|

Table 2 displays the full results for each item, including the mean score on a scale of 1 to 5 and the standard deviation.

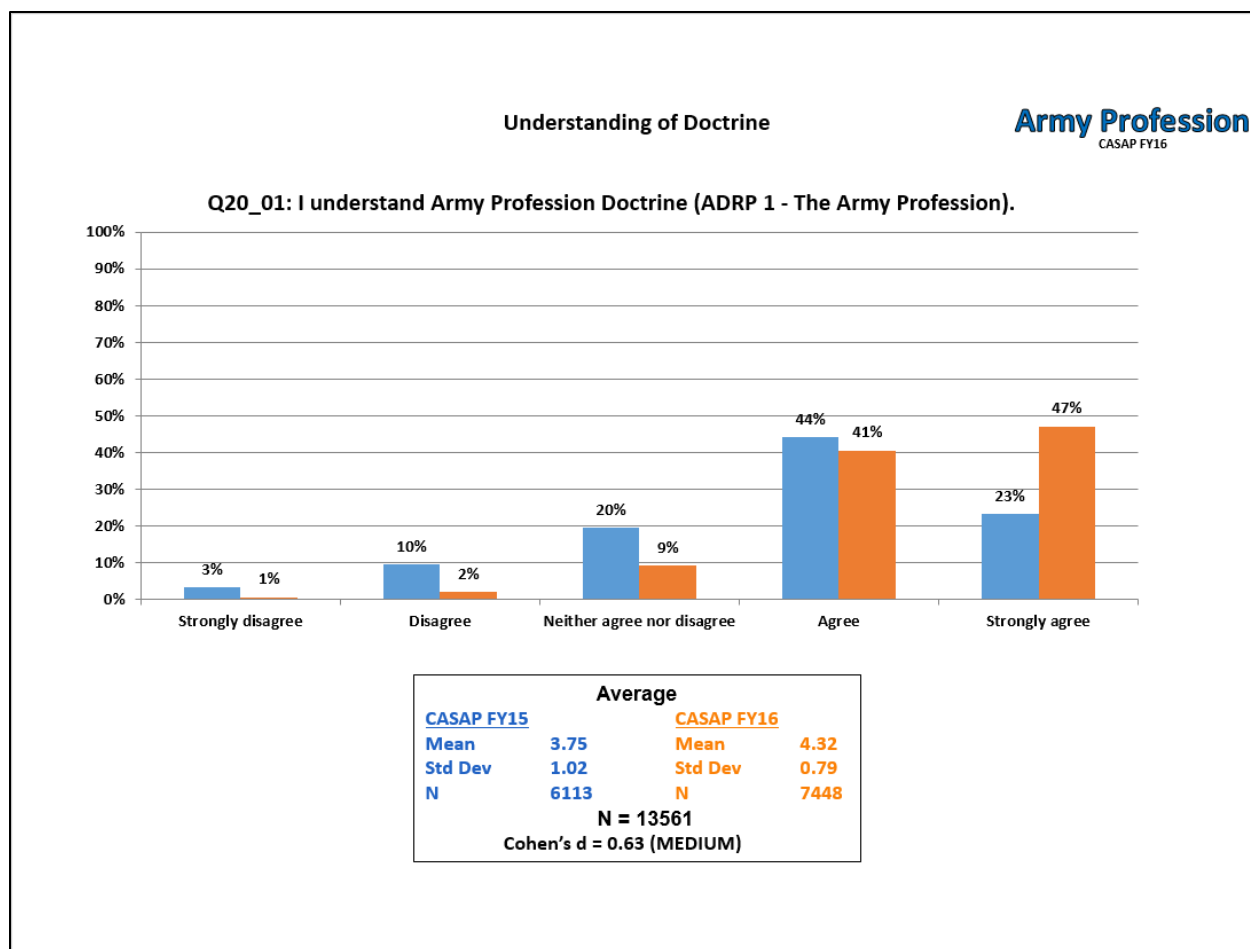


Figure 7. CASAP FY16, differences in understanding of doctrine

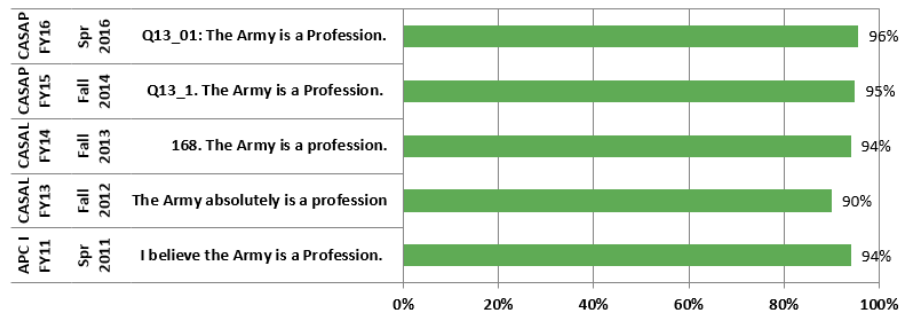
In most cases, results contrasting CASAP FY16 with CASAP FY15 show a negligible (Cohen's $d < 0.20$) or small (Cohen's $d < 0.5$) difference. However, for illustration, the graphic above (figure 7) depicts a difference that is considered medium (Cohen's $d > 0.50$ and < 0.8). This positive, favorable difference may be attributed to the additional time that Army Profession doctrine was published and promulgated in the 16 months between the two surveys (CASAP FY 15, December 2015 and CASAP FY 16, April 2016).

Doctrinal Precepts and the Army Ethic

Army Profession
CASAP FY16

The Army is a Profession.

(Agree/Strongly Agree)



Stewardship

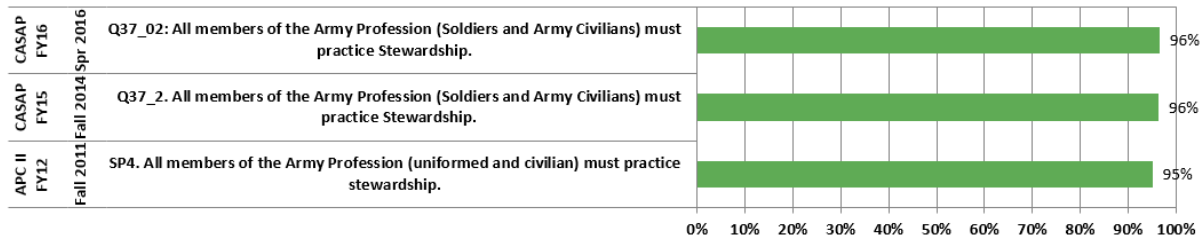


Figure 8. CASAP FY16, predecessor items, doctrinal precepts

As indicated above (figure 8), over time, as these items have been offered in various surveys of the Army Profession, the results have remained consistently favorable.

Shared Identity: *Trusted Army Professionals*

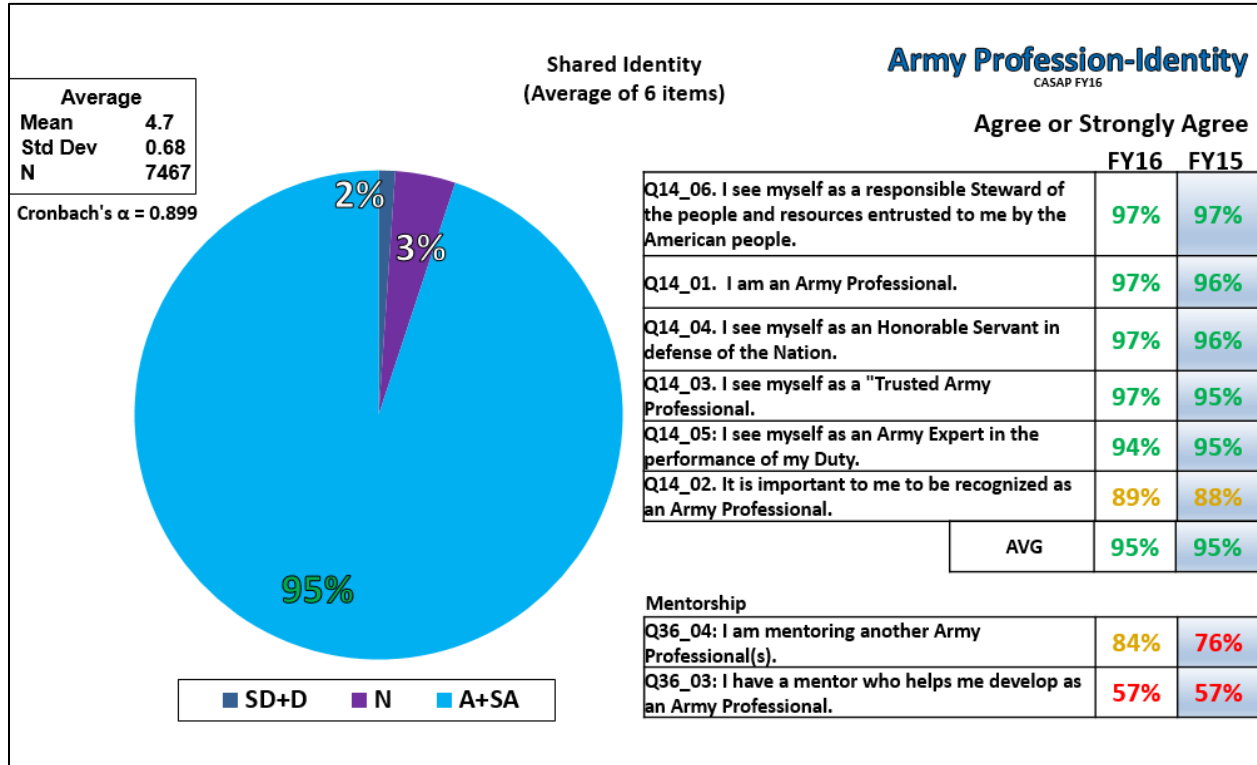


Figure 9. CASAP FY16, shared identity

Figure 9, above and table 3, below, display results for six items pertaining to perceptions of shared identity as a *Trusted Army Professional*. Results are relatively stable between CASAP FY15 and FY16. There is also support for our complementary roles as "Honorable Servants, Army Experts, and Stewards of the Army Profession."

Table 3. CASAP FY16, shared identity

| Shared Identity: <i>Trusted Army Professional</i> | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q14_06: I see myself as a responsible Steward of the people and resources entrusted to me by the American people. | 1% | 0% | 2% | 1% | 13% | 85% | 97% | 4.8 | 0.61 | 7470 |
| Q14_01. I am an Army Professional. | 1% | 0% | 2% | 1% | 14% | 83% | 97% | 4.8 | 0.62 | 7454 |
| Q14_04: I see myself as an Honorable Servant in defense of the Nation. | 1% | 0% | 2% | 1% | 12% | 85% | 97% | 4.8 | 0.62 | 7475 |
| Q14_03: I see myself as a "Trusted Army Professional." | 1% | 1% | 2% | 2% | 14% | 83% | 97% | 4.8 | 0.64 | 7445 |
| Q14_05: I see myself as an Army Expert in the performance of my Duty. | 1% | 1% | 2% | 3% | 27% | 68% | 94% | 4.6 | 0.72 | 7483 |
| Q14_02: It is important to me to be recognized as an Army Professional. | 2% | 1% | 3% | 7% | 20% | 70% | 89% | 4.5 | 0.83 | 7475 |
| AVERAGE | 1% | 1% | 2% | 3% | 16% | 79% | 95% | 4.7 | 0.68 | 7467 |

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Also as shown in table 4, below, it is interesting to note that the percentage of Army professionals who “agree or strongly agree” they are mentoring another/others increased from 76% on CASASP FY15 to 84% on CASAP FY16 (Q36_04). This difference is considered small (Cohen’s $d = 0.33$), but it is in a positive direction. In contrast, the percentage of respondents who “agree or strongly agree” they have a mentor who is helping them develop remained unchanged (57%, Q36_03).

Table 4. CASAP FY16, mentorship

| Mentorship | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|------------|-------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| Q36_04: I am mentoring another Army Professional(s). | 1% | 5% | 6% | 10% | 36% | 48% | 84% | 4.2 | 0.92 | 7043 |
| Q36_03: I have a mentor who helps me develop as an Army Professional. | 9% | 16% | 25% | 18% | 29% | 29% | 57% | 3.5 | 1.30 | 7228 |
| AVERAGE | 5% | 11% | 16% | 14% | 32% | 38% | 70% | 3.9 | 1.11 | 7136 |

The positive change in perception of mentoring may be due to continuing effort to promulgate Army doctrine on the profession (ADRP 1) and leadership (ADRP 6-22), where mentorship is emphasized as a leader’s responsibility supporting his or her role as a Steward of the Army Profession. The percentage of those who believe they are being mentored may be unchanged due to the informal nature of the relationship. The mentor may believe he or she is mentoring, but the beneficiary may not perceive the relationship in the same way. A possible remedy for this finding is that mentors can discuss the role they hope to play through mentorship and confirm that the relationship is understood and accepted by both parties.

As shown in figures 11, 12, below, Soldiers are more likely than Army Civilians to believe they are mentoring (Cohen’s $d = 0.57$, a medium difference) and are more likely to believe they are being mentored (Cohen’s $d = 0.39$, small).

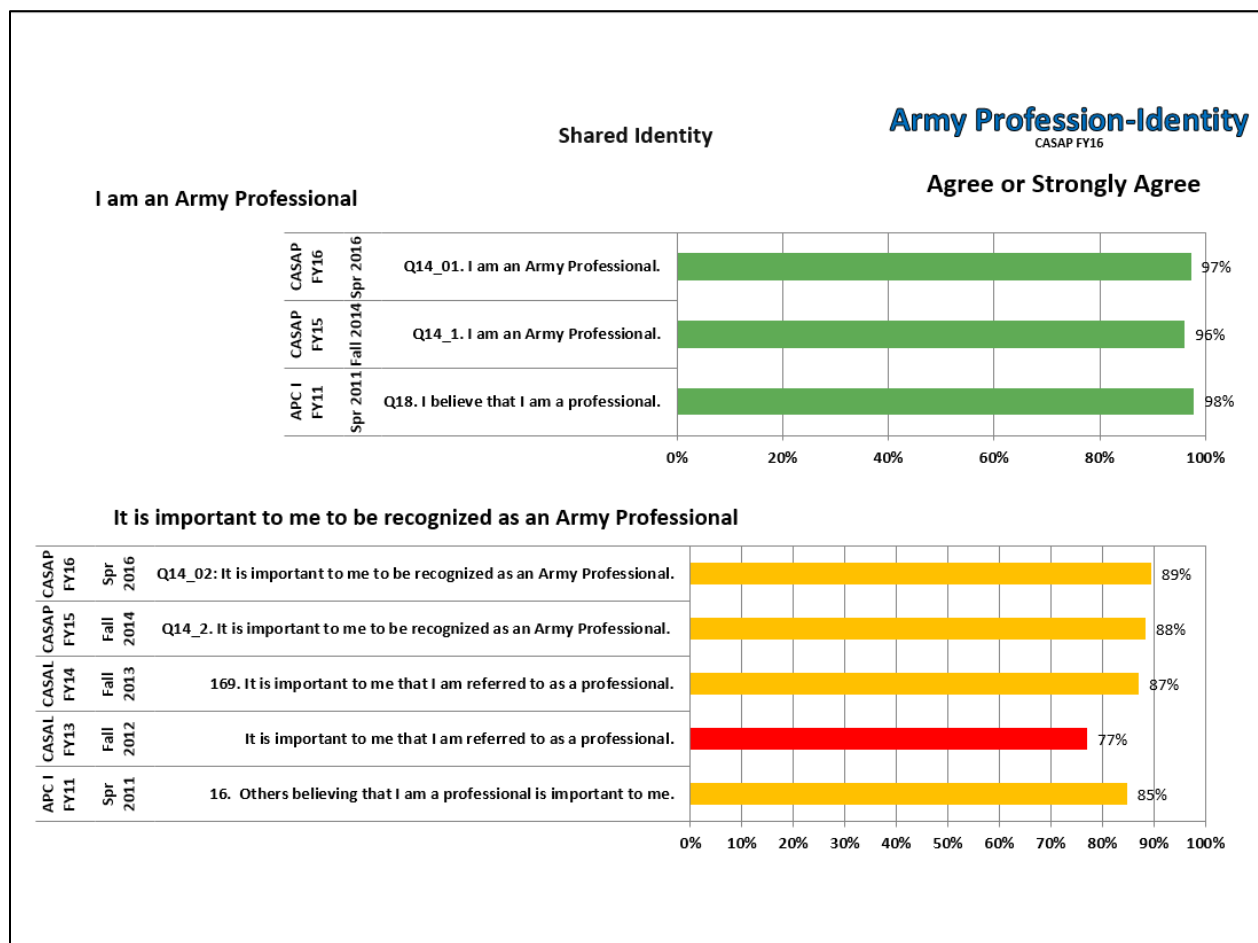


Figure 10. CASAP FY16, predecessor items, shared identity

Findings on these items, as indicated in figure 10, have remained consistent and demonstrate a persistent support for one's status as an Army professional and the value of being perceived by others as serving in a professional capacity.

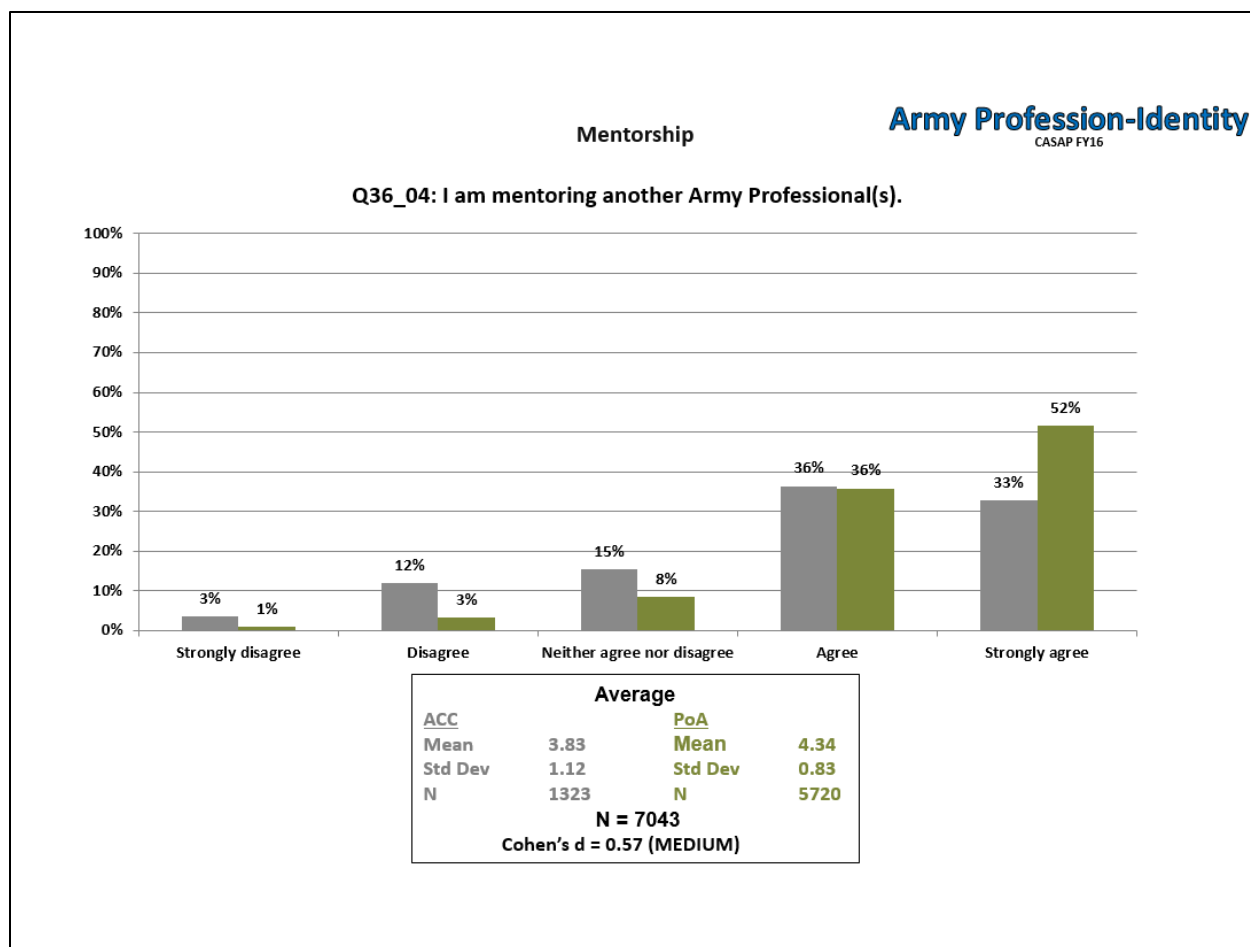


Figure 11. CASAP FY16, differences in providing mentorship

Differences on these items, as indicated in figure 11 and 12, between Soldiers in the Profession of Arms and Army Civilians in the Army Civilian Corps suggest that Soldiers may perceive they have a responsibility to offer mentoring to a stronger degree than do Army Civilians.

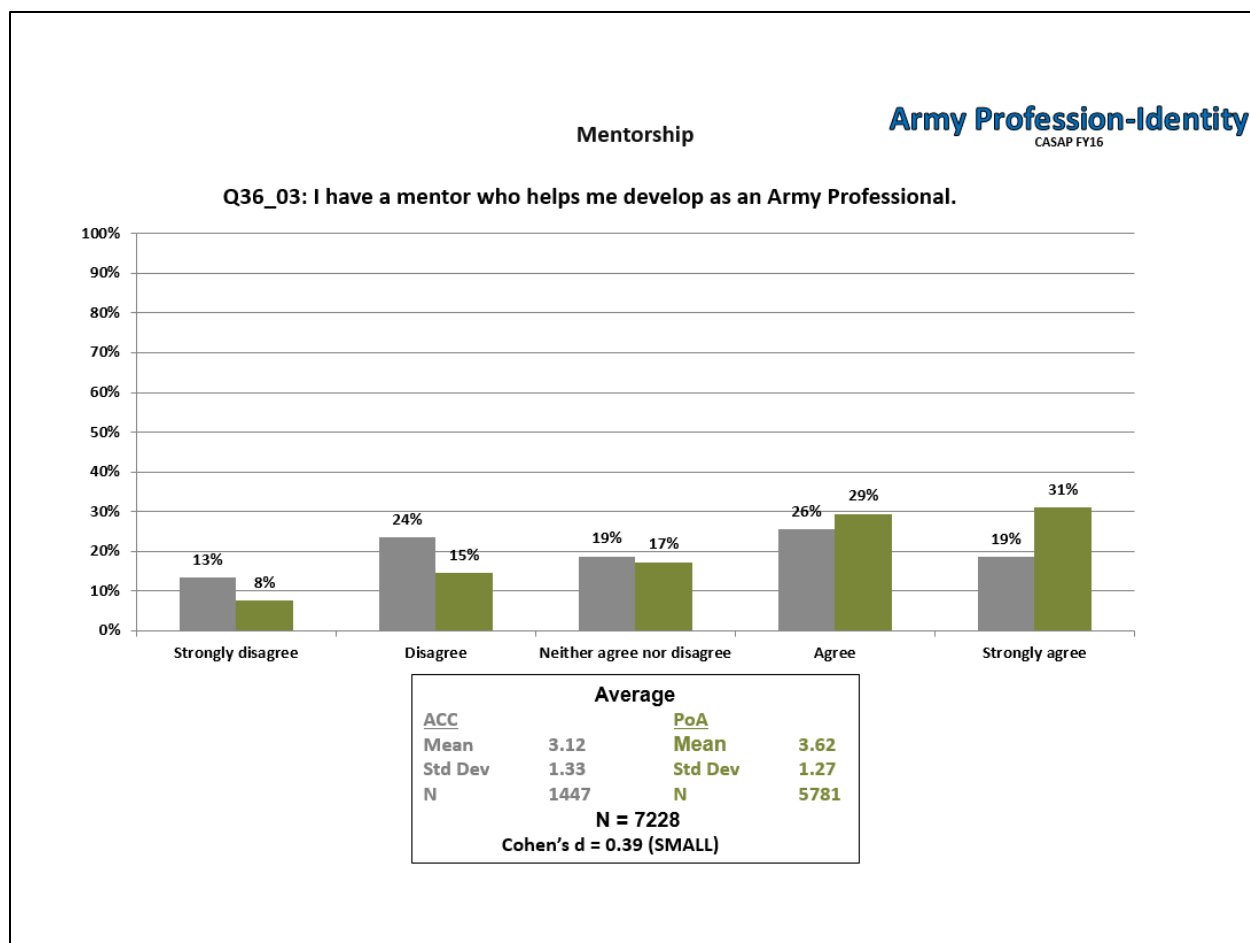


Figure 12. CASAP FY16, differences in receiving mentorship

Army Civilians are less likely than Soldiers to perceive they have a mentor who helps them develop as an Army professional. This difference may be mitigated through education, training, and in the operational environment as both instructors and leaders teach and exemplify the responsibilities of stewardship within the Army Profession. Leaders in both communities of practice and in all components should seek mentorship and offer the opportunity to be a mentor for others, establishing a long-term mentoring relationships based on mutual trust.

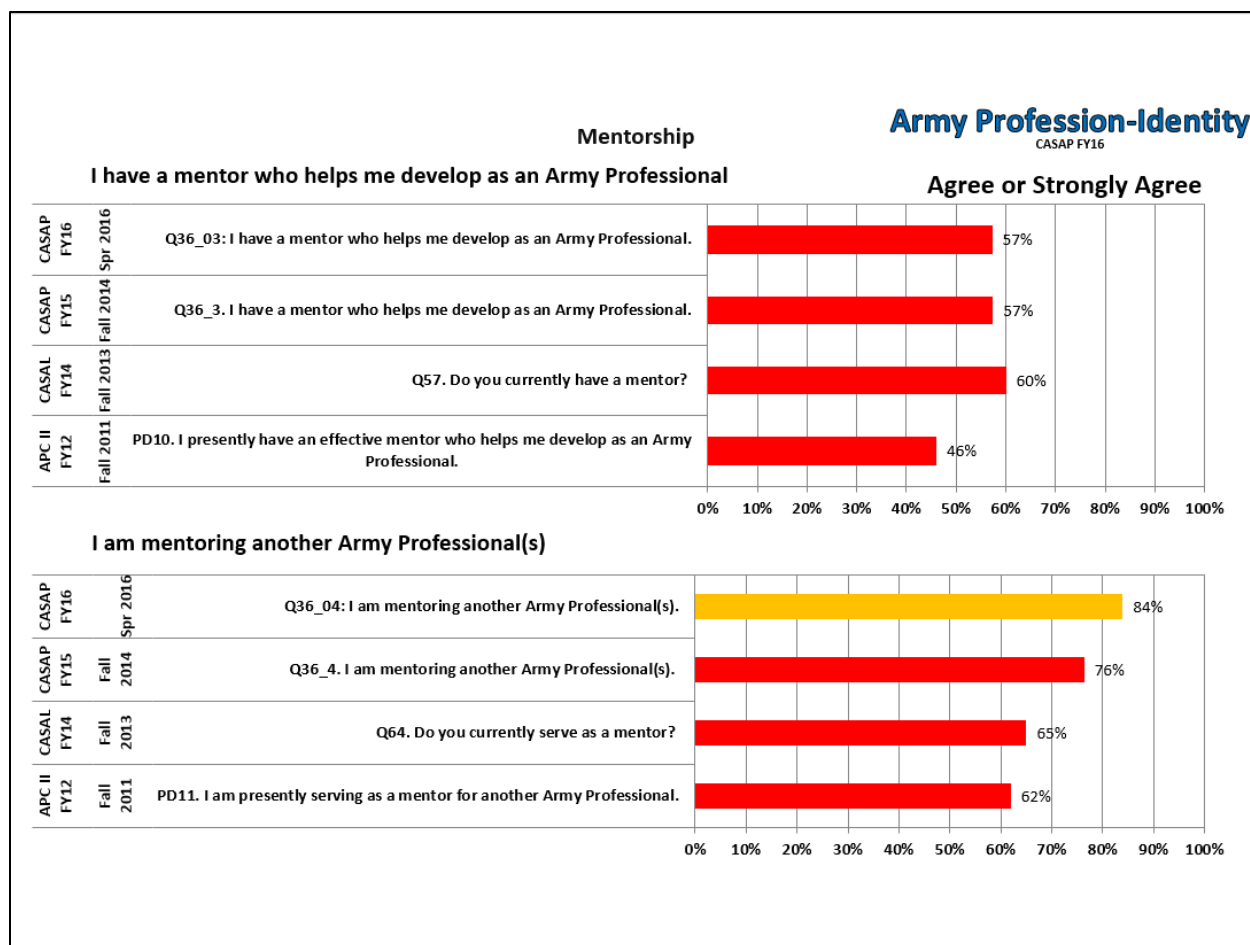


Figure 13. CASAP FY16, predecessor items, mentorship

Results, as indicated in figure 13, regarding perceptions of receiving mentorship increased from findings during the Army Profession Campaign and have remained steady over the more recent surveys. However, perceptions that one is serving as a mentor have shown a steady increase. Again, this may be due to emphasis on mentoring as a duty of Stewardship within the Army Profession. All Army professionals should offer and seek the benefits of mentoring and being mentored.

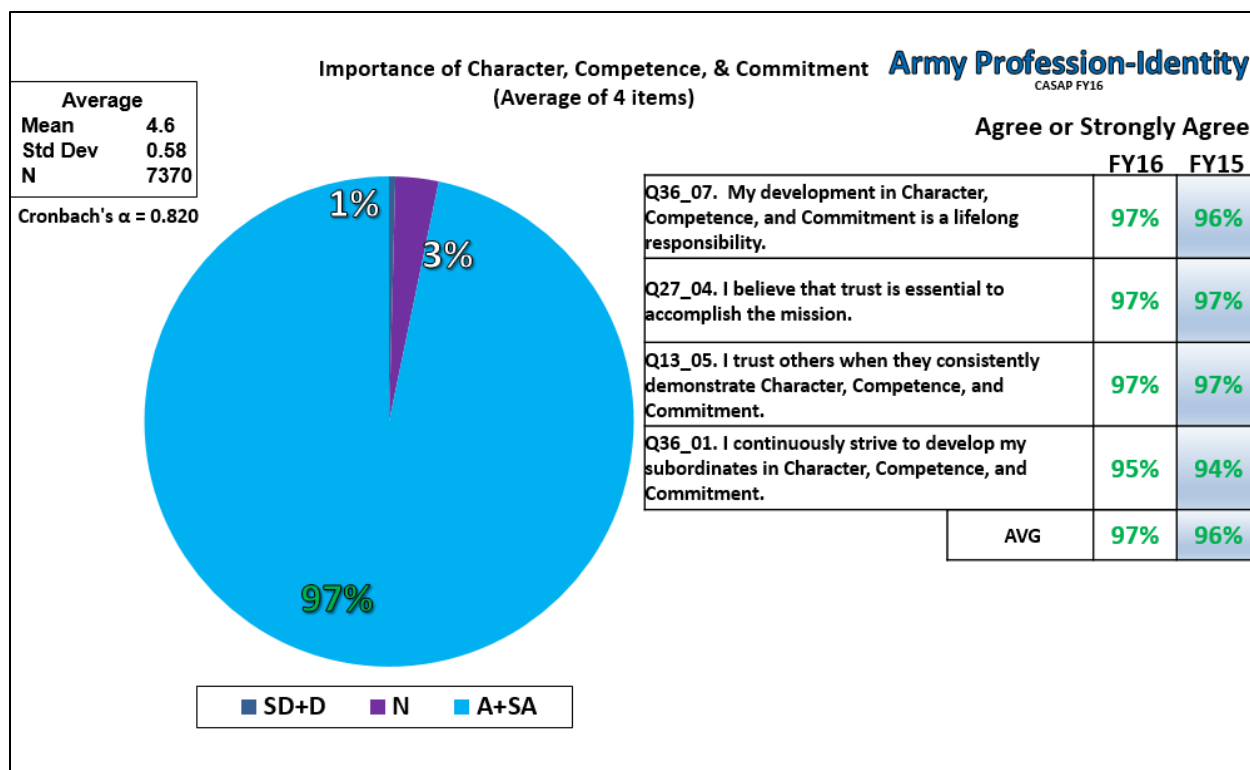


Figure 14. CASAP FY16, certification criteria

Figure 14 and table 5 address four items regarding the certification criteria for Army Professionals and their relationship to trust within mission command and interpersonal relationships. Results confirm that Army professionals “agree or strongly agree” that professional development is a lifelong responsibility (97%); that trust is essential to accomplish the mission (97%); that we earn trust through consistent demonstration of character, competence, and commitment (97%); and that they continuously strive to develop subordinates to be worthy of trust (95%).

Table 5. CASAP FY16, certification criteria

| Importance of Character, Competence, & Commitment | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q36_07: My development in Character, Competence, and Commitment is a lifelong responsibility. | 0% | 0% | 0% | 2% | 28% | 69% | 97% | 4.7 | 0.55 | 7488 |
| Q27_04: I believe that trust is essential to accomplish the mission. | 0% | 0% | 1% | 2% | 30% | 66% | 97% | 4.6 | 0.59 | 7479 |
| Q13_05: I trust others when they consistently demonstrate Character, Competence, and Commitment. | 0% | 0% | 1% | 3% | 32% | 65% | 97% | 4.6 | 0.59 | 7490 |
| Q36_01: I continuously strive to develop my subordinates in Character, Competence, and Commitment. | 0% | 0% | 0% | 4% | 37% | 58% | 95% | 4.5 | 0.61 | 7023 |
| AVERAGE | 0% | 0% | 1% | 3% | 32% | 65% | 97% | 4.6 | 0.58 | 7370 |

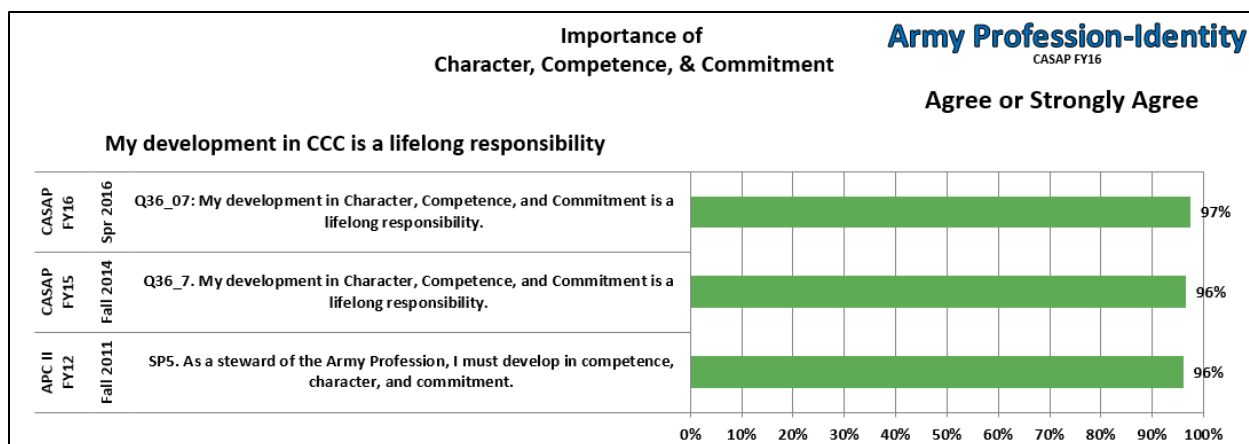


Figure 15. CASAP FY16, predecessor items, certification

Results on this item, as indicated in figure 15, have remained consistently strong and reflect Army professionals' commitment to life-long learning and development.

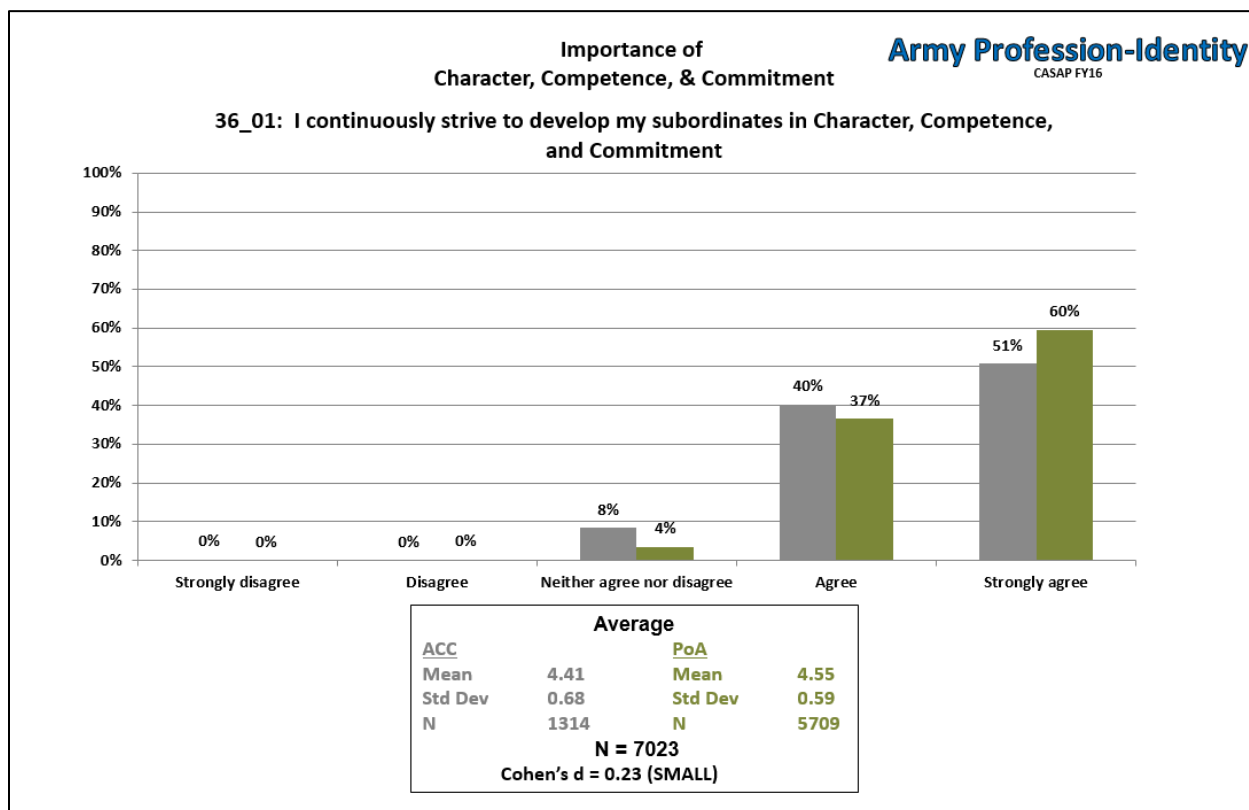


Figure 16. CASAP FY16, differences in developing subordinates

The difference in the response patterns on this item for Army Civilians (Army Civilian Corps(ACC)) and Soldiers (Profession of Arms (PoA)), as indicated in figure 16, is considered to be small as measured by Cohen's d = 0.23. Soldiers are more likely to "strongly agree" and Army Civilians are more likely to "agree"

or be “neutral” regarding their efforts to continuously develop subordinates in the Army Profession certification criteria.

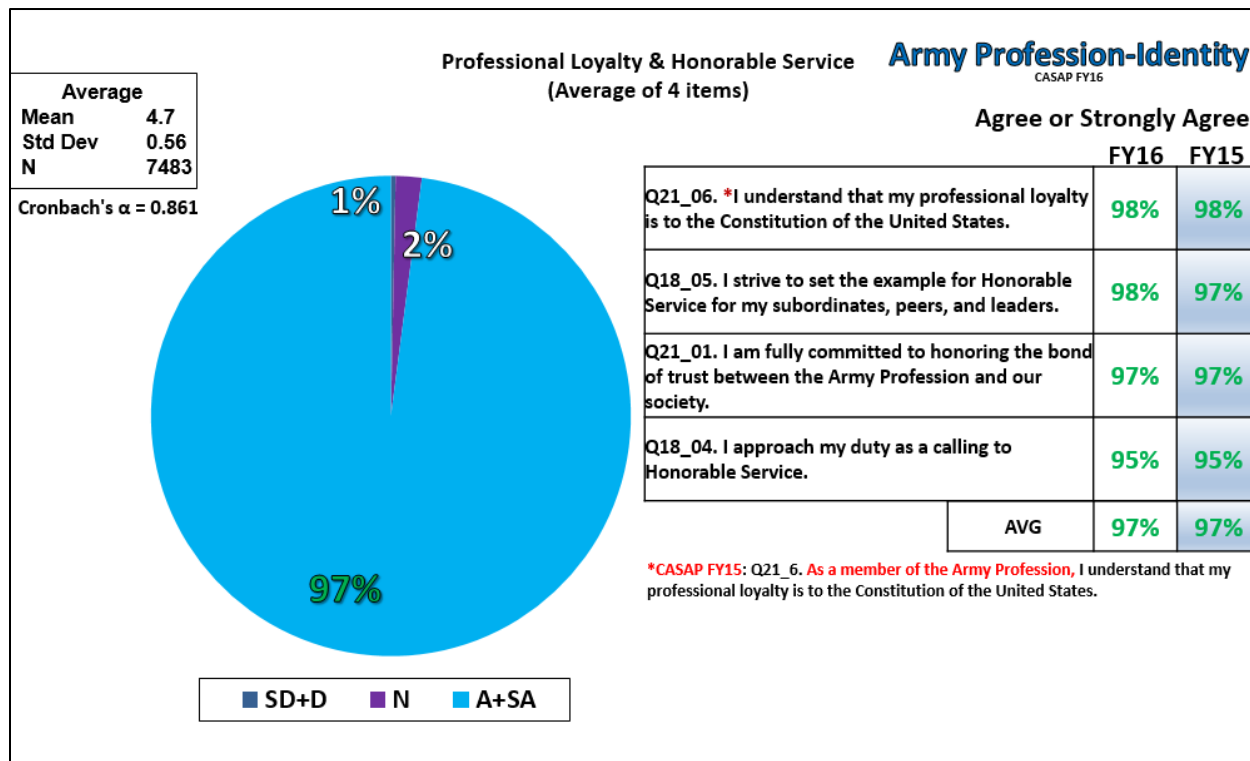


Figure 17. CASAP FY16, professional loyalty and honorable service

As indicated in figure 17 and table 6, these four items form a dimension entitled “Professional Loyalty and Honorable Service.” These items are related to the moral principles of the Army Ethic regarding bearing true faith and allegiance to the Constitution and the bond of trust between the Army Profession and the American people. Results indicate very strong support for professional loyalty to the Constitution, striving to set the example for honorable service, and approaching our duty as a “calling to honorable service.”

Table 6. CASAP FY16, professional loyalty and honorable service

| Professional Loyalty & Honorable Service | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q21_06: I understand that my professional loyalty is to the Constitution of the United States. | 0% | 0% | 0% | 1% | 19% | 79% | 98% | 4.8 | 0.50 | 7485 |
| Q18_05: I strive to set the example for Honorable Service for my subordinates, peers, and leaders. | 0% | 0% | 0% | 1% | 25% | 74% | 98% | 4.7 | 0.52 | 7484 |
| Q21_01: I am fully committed to honoring the bond of trust between the Army Profession and our society. | 0% | 0% | 1% | 2% | 27% | 70% | 97% | 4.7 | 0.57 | 7493 |
| Q18_04: I approach my duty as a calling to Honorable Service. | 0% | 1% | 1% | 3% | 26% | 69% | 95% | 4.6 | 0.63 | 7469 |
| AVERAGE | 0% | 0% | 1% | 2% | 24% | 73% | 97% | 4.7 | 0.56 | 7483 |

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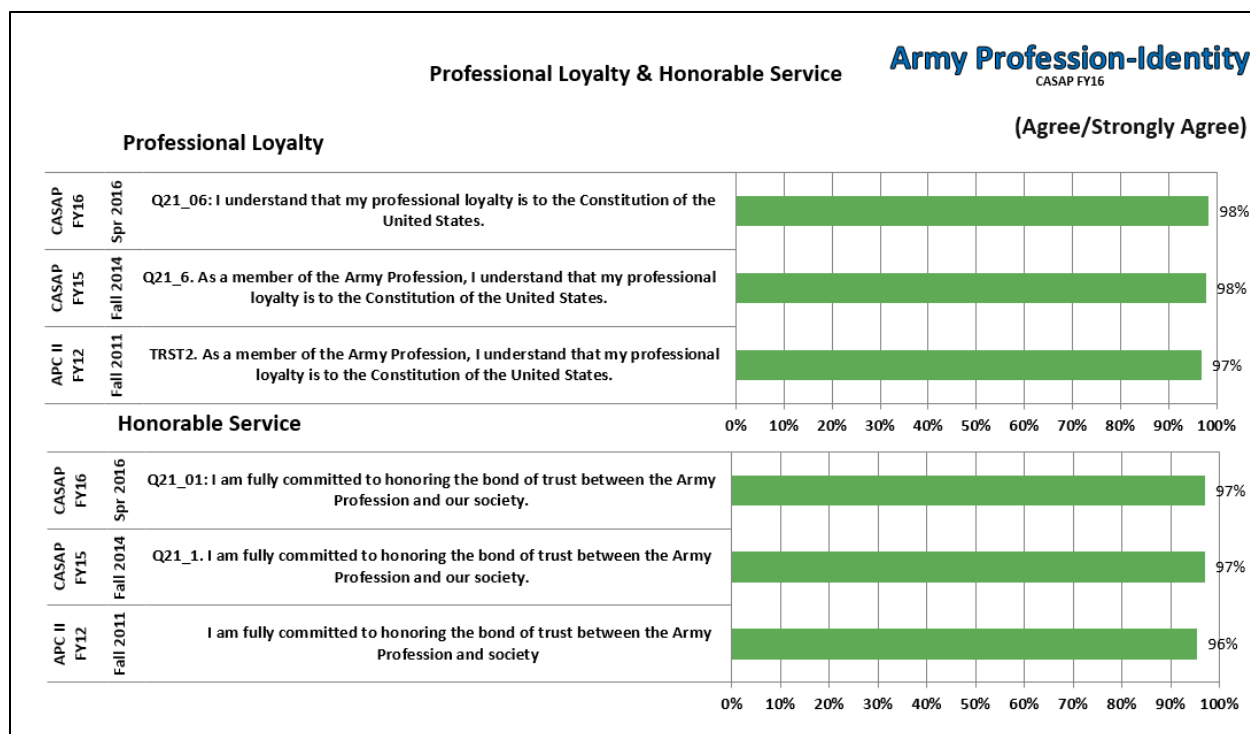


Figure 18. CASAP FY16, predecessor items, professional loyalty and honorable service

Results on these two items (Item Q21_06 and Q21_01) have remained consistently strong since they were first introduced in the Army Profession Campaign (Fall 2012) (figure 18, above).

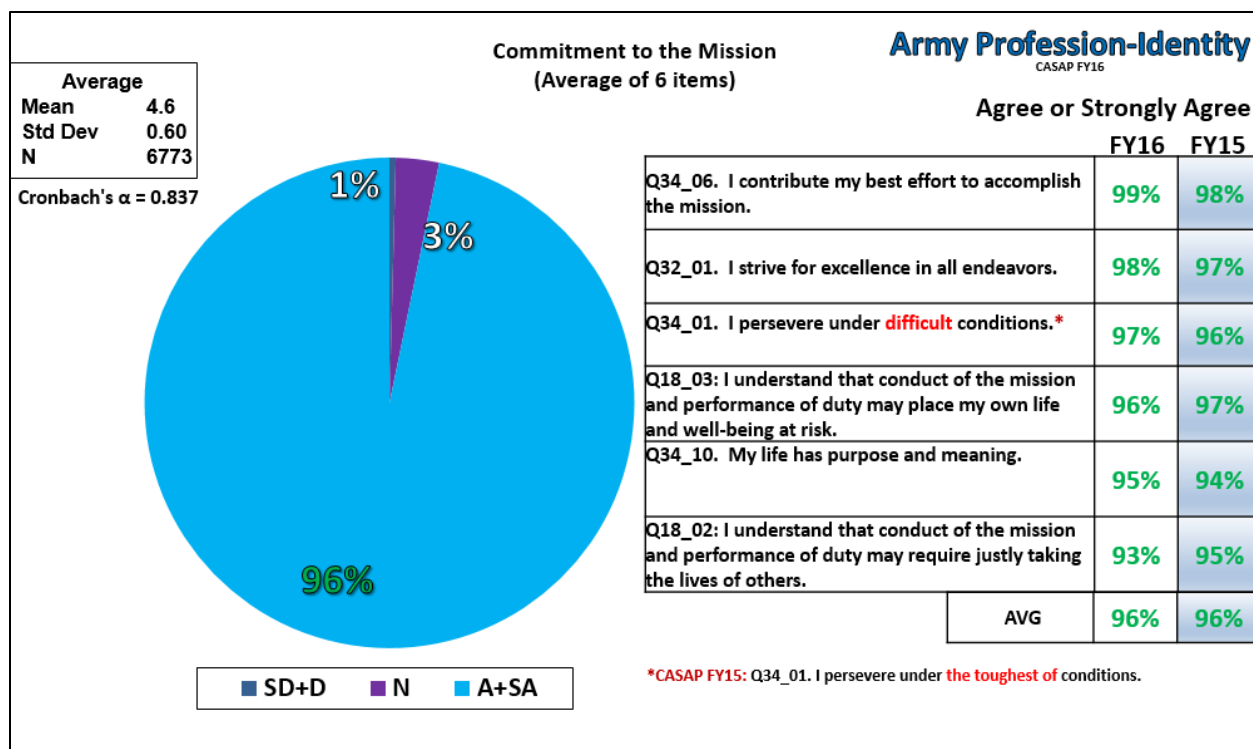


Figure 19. CASAP FY16, commitment to the mission

As indicated in figure 19 and table 7, results on these six items reflect a strong commitment to contribute one's best efforts to accomplish the mission while striving for excellence in all endeavors. Army professionals also perceive they persevere under difficult conditions while accepting the possibility of harm to themselves or to others in conduct of the mission and performance of duty. With this understanding, Army Professionals perceive that their lives have "purpose and meaning."

Table 7. CASAP FY16, commitment to the mission

| Commitment to the Mission | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q34_06: I contribute my best effort to accomplish the mission. | 0% | 0% | 0% | 1% | 22% | 76% | 99% | 4.7 | 0.49 | 7490 |
| Q32_01: I strive for excellence in all endeavors. | 0% | 0% | 1% | 2% | 28% | 70% | 98% | 4.7 | 0.55 | 7509 |
| Q34_01: I persevere under difficult conditions. | 0% | 0% | 0% | 2% | 34% | 64% | 97% | 4.6 | 0.57 | 7476 |
| Q18_03: I understand that conduct of the mission and performance of duty may place my own life and well-being at risk. | 1% | 1% | 1% | 3% | 27% | 69% | 96% | 4.6 | 0.63 | 7213 |
| Q34_10: My life has purpose and meaning. | 1% | 1% | 1% | 4% | 22% | 72% | 95% | 4.7 | 0.64 | 7471 |
| Q18_02: I understand that conduct of the mission and performance of duty may require justly taking the lives of others. | 1% | 1% | 2% | 6% | 29% | 63% | 93% | 4.5 | 0.73 | 6961 |
| AVERAGE | 0% | 0% | 1% | 3% | 27% | 69% | 96% | 4.6 | 0.60 | 7353 |

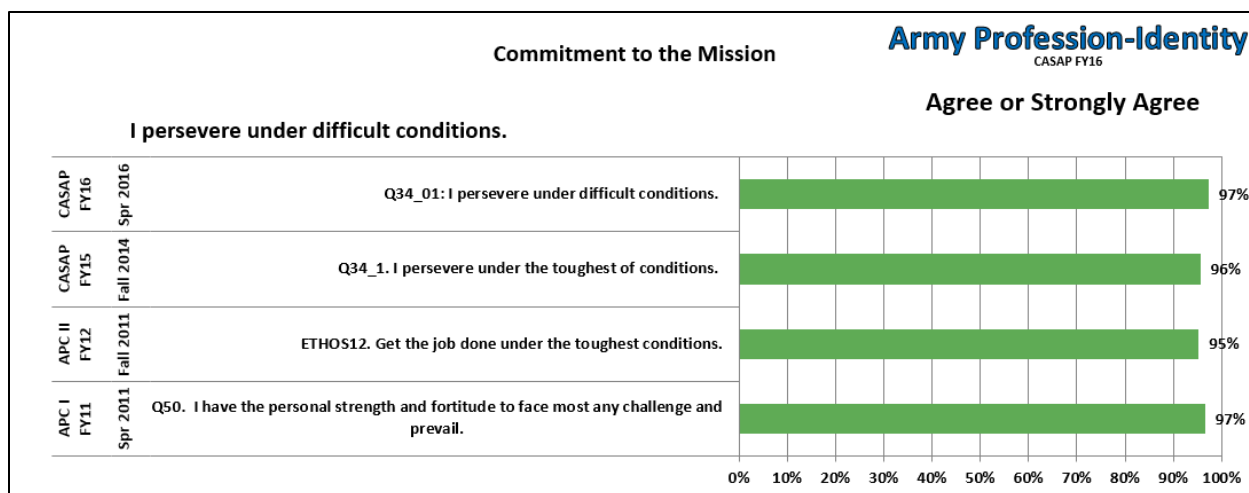


Figure 20. CASAP FY16, predecessor items, perseverance

As indicated in figure 20, perceptions among Army professionals that they persevere under difficult conditions has remained strong over the past five years of continuous conflict.

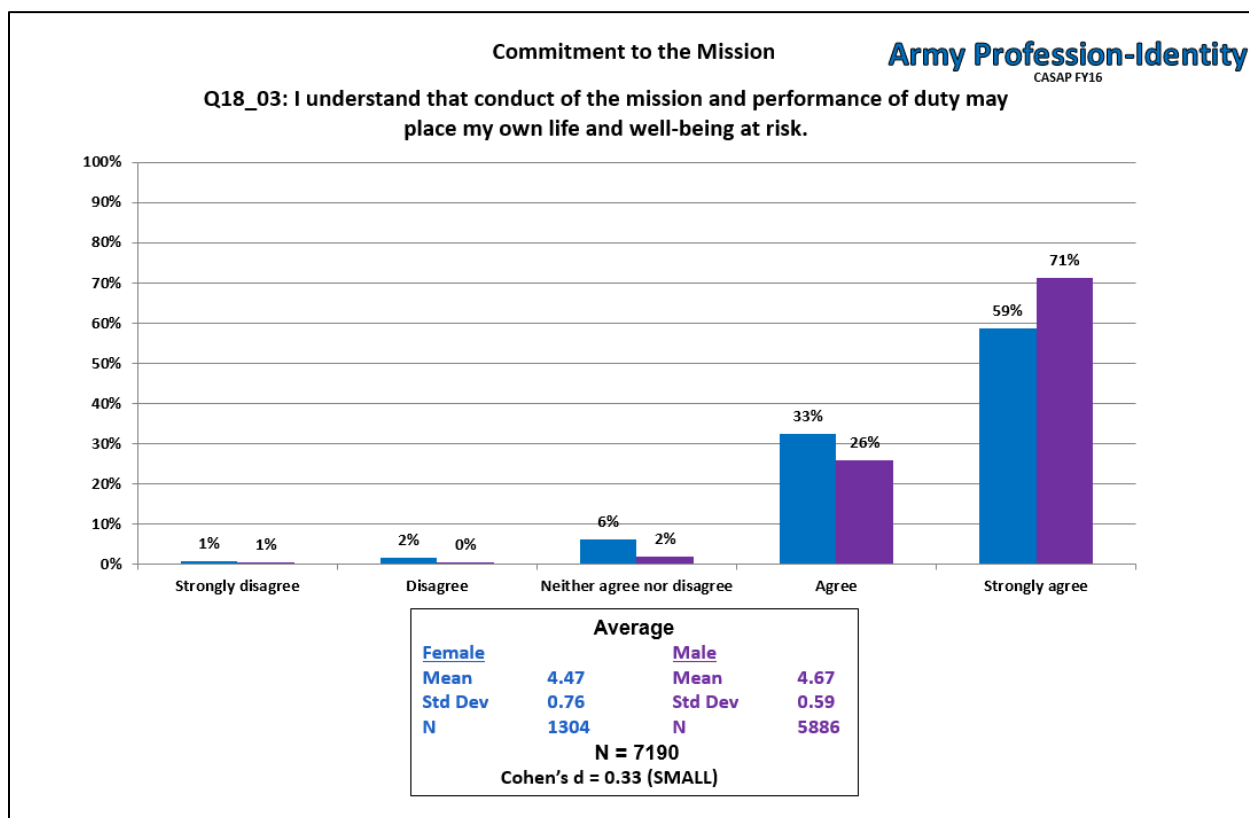


Figure 21. CASAP FY16, differences in perceptions of placing one's life at risk

As indicated in figure 21, based on assignment to varying duty positions, men and women respond to this item with a small difference in the distribution of their perceptions. However, both men and women tend to “agree or strongly agree” that their service may place their lives and well-being “at risk.”

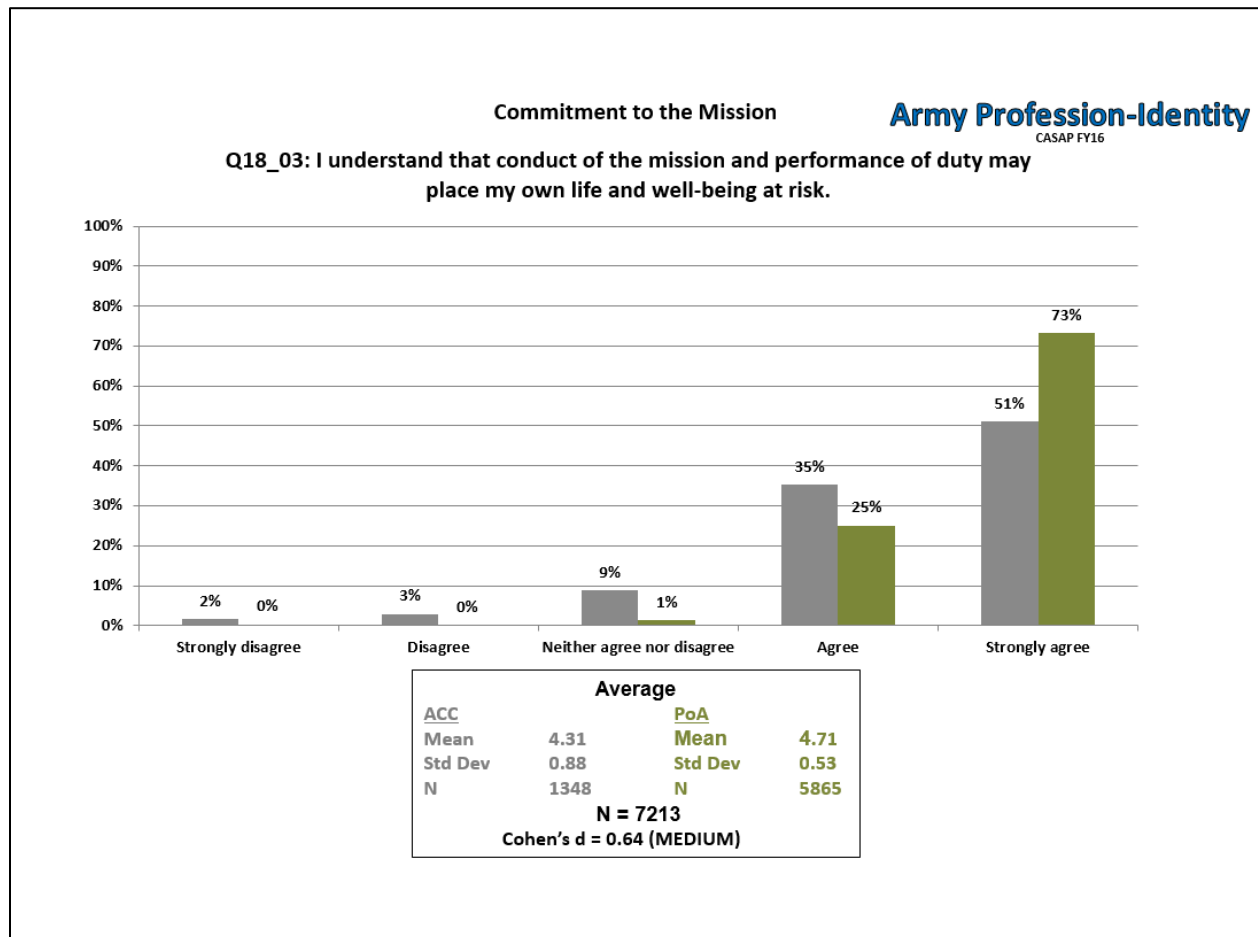


Figure 22. CASAP FY16, differences in perceptions of placing one's life at risk

As indicated in figure 22, the contrast between Army Civilians' responses and those of Soldiers varies in a manner similar to the difference between men and women. Again, this difference is both understandable and small. Regardless of their community of practice, Army professionals understand that their service in the Army may place their lives and well-being “at risk.”

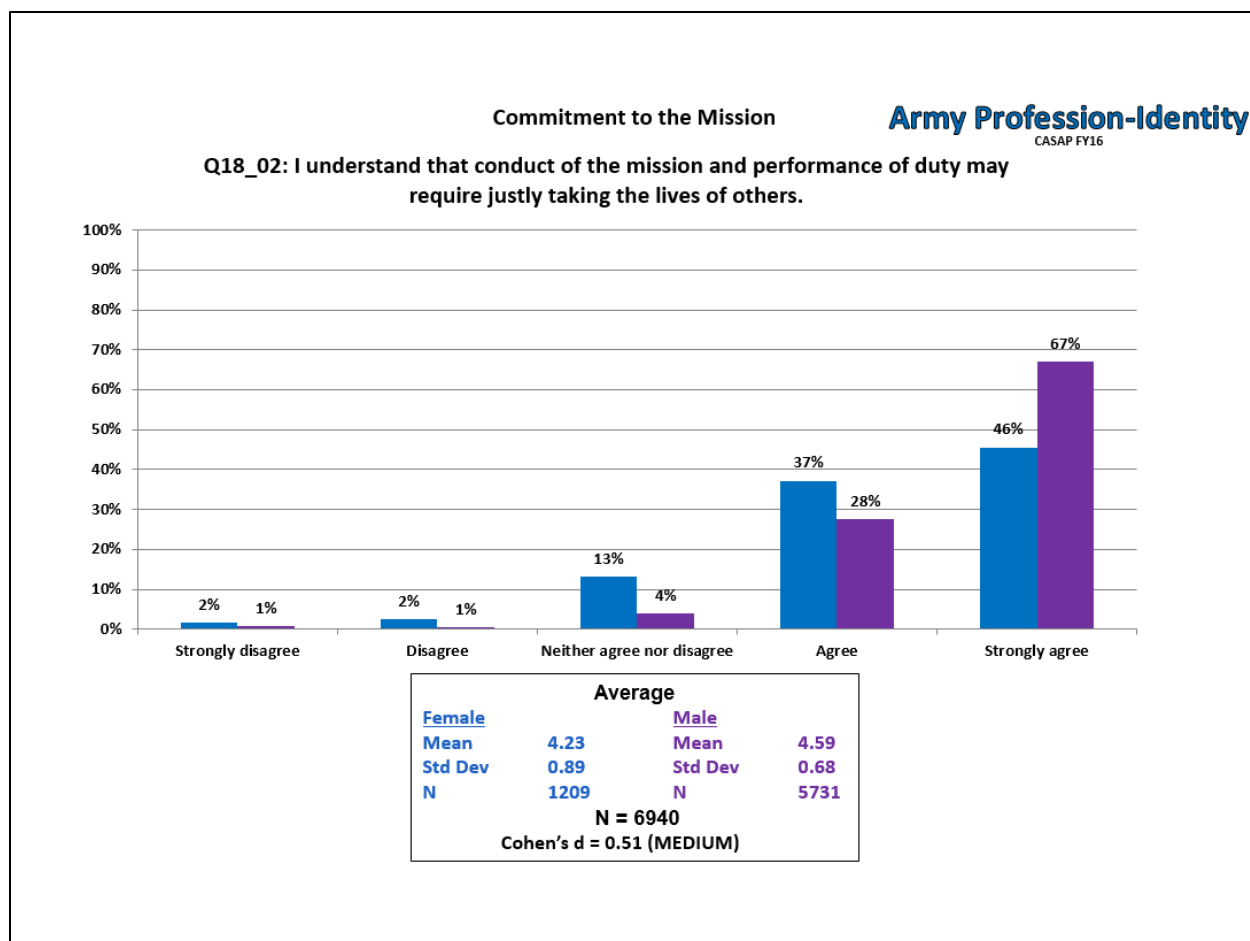


Figure 23. CASAP FY16, differences in perceptions that duty may require justly taking lives of others

As with the finding regarding risk to one's own life and well-being (figure 21), men and women, as indicated in figure 23, also understand that their performance of duty may require justly taking the lives of others. It appears there is an understanding that even indirectly contributing to the ethical application of landpower is still engaging the enemy and may result in loss of life.

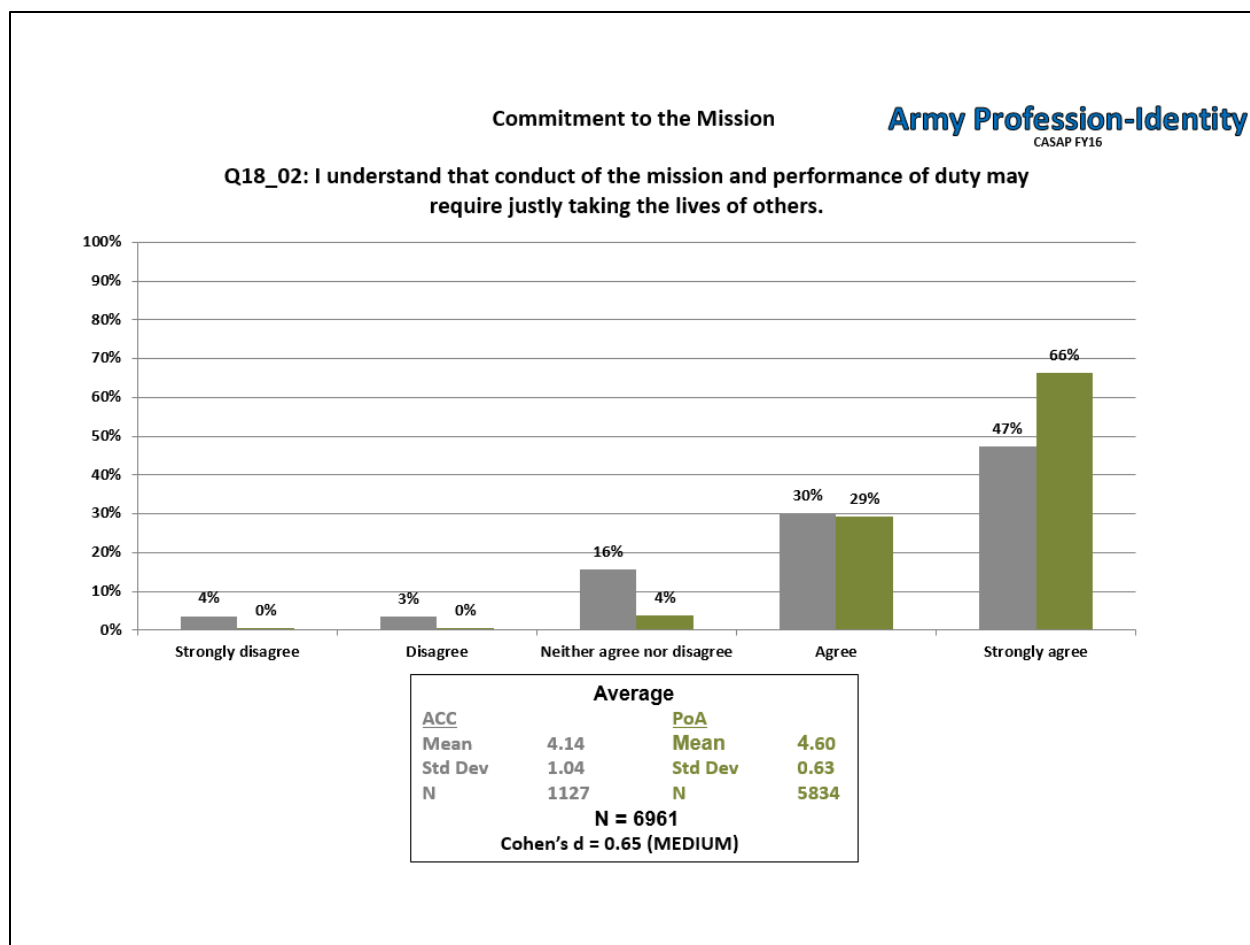


Figure 24. CASAP FY16, differences in commitment to the mission

This difference in responses between Army Civilians and Soldiers, as indicated in figure 24, parallels findings for placing one's own life at risk (figure 22) and is similar to the response differences (figure 23) for men and women on this item.

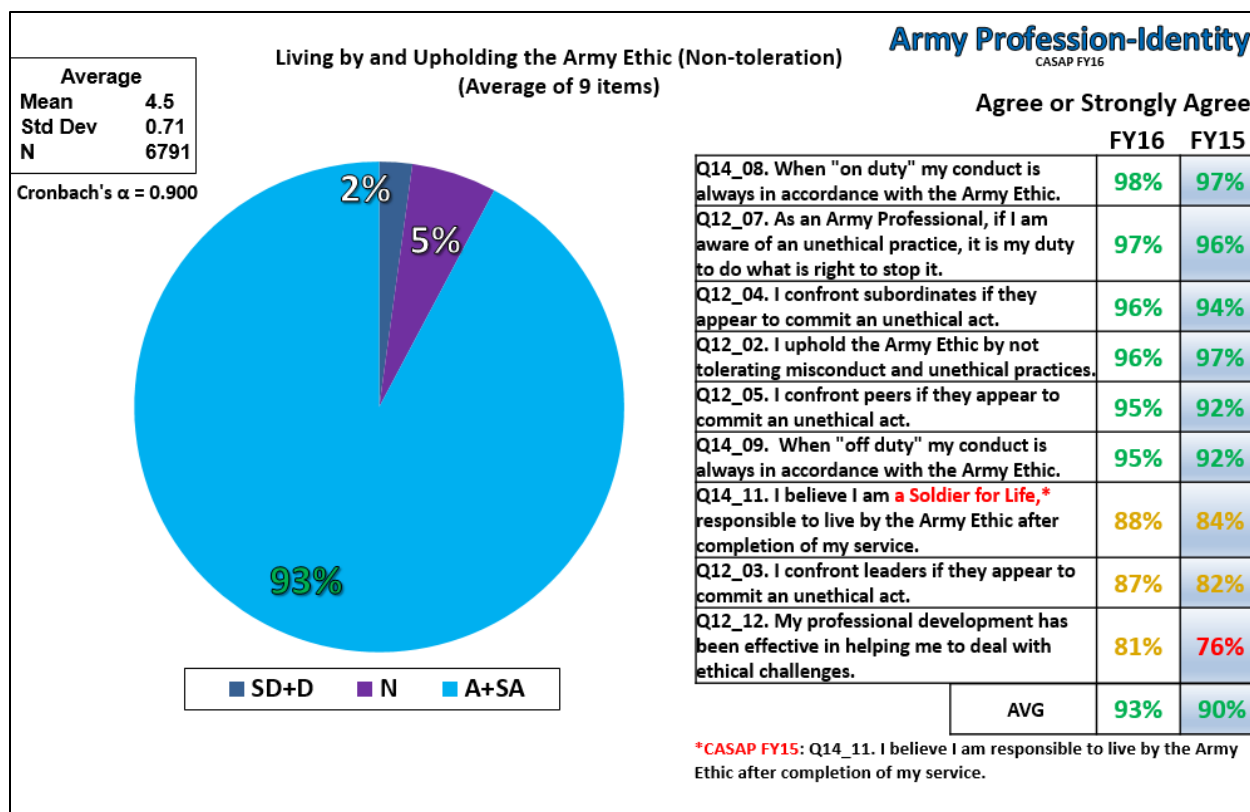


Figure 25. CASAP FY16, living by and upholding the Army Ethic

As indicated in figure 25 and table 8, these nine items form a dimension entitled “Living by and Upholding the Army Ethic” that is consistent with the FY 15-16 “America’s Army – Our Profession” theme, “Living the Army Ethic.” Results indicate strong, continuing support for living the Army Ethic both “on” and “off” duty. Army professionals “agree or strongly agree” they are duty bound to stop unethical practices. They are willing to confront subordinates (96%), peers (95%), and leaders (87%) if they perceive others engaged in an unethical act. They accept that their identity transcends service in the Profession of Arms or Army Civilian Corps and they embrace the concept of “Soldier for Life” in both communities of practice (Item Q14_11). In many ways, this is a remarkable finding and demonstrates the solidarity of all components and both communities of practice for the idea that honorable service is a responsibility that does not end with duty in the Army.

Table 8. CASAP FY16, living by and upholding the Army

| Living by and Upholding the Army Ethic (Non-toleration) | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q14_08: When "on duty" my conduct is always in accordance with the Army Ethic. | 0% | 0% | 1% | 1% | 26% | 72% | 98% | 4.7 | 0.53 | 7483 |
| Q12_07: As an Army Professional, if I am aware of an unethical practice, it is my duty to do what is right to stop it. | 1% | 0% | 1% | 2% | 27% | 70% | 97% | 4.7 | 0.60 | 7503 |
| Q12_04: I confront subordinates if they appear to commit an unethical act. | 1% | 1% | 1% | 2% | 32% | 65% | 96% | 4.6 | 0.63 | 7354 |
| Q12_02: I uphold the Army Ethic by not tolerating misconduct and unethical practices. | 1% | 1% | 1% | 3% | 32% | 64% | 96% | 4.6 | 0.64 | 7489 |
| Q12_05: I confront peers if they appear to commit an unethical act. | 1% | 1% | 1% | 3% | 37% | 58% | 95% | 4.5 | 0.66 | 7438 |
| Q14_09: When "off duty" my conduct is always in accordance with the Army Ethic. | 0% | 1% | 1% | 4% | 34% | 61% | 95% | 4.5 | 0.64 | 7462 |
| Q14_11: I believe I am a Soldier for Life , responsible to live by the Army Ethic after completion of my service. | 1% | 3% | 4% | 8% | 26% | 62% | 88% | 4.4 | 0.86 | 7254 |
| Q12_03: I confront leaders if they appear to commit an unethical act. | 1% | 3% | 4% | 9% | 39% | 48% | 87% | 4.3 | 0.84 | 7378 |
| Q12_12: My professional development has been effective in helping me to deal with ethical challenges. | 2% | 5% | 6% | 12% | 37% | 44% | 81% | 4.2 | 0.94 | 7470 |
| AVERAGE | 1% | 2% | 2% | 5% | 32% | 60% | 93% | 4.5 | 0.71 | 7426 |

For Item Q14_11, the measure of difference between Army Civilians and Soldiers is considered to be negligible (Cohen's $d = 0.09$). On this same item, the difference between men and women is also negligible (Cohen's $d = 0.04$). Women are very slightly more likely to "agree or strongly agree" with this statement than are men.

Shared Identity: -LIVING BY AND UPHOLDING THE ARMY ETHIC (Non-toleration)

Table 9. CASAP FY16, inspiring others and upholding standards

| Living by and Upholding the Army Ethic | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----|-----|------|----|----|----|------|------|------|------|
| Q37_05: Inspiring others and setting the example for right conduct is not an important part of my responsibility. | 63% | 27% | 90% | 2% | 3% | 5% | 8% | 4.39 | 1.05 | 7518 |
| Q16_07: Upholding standards with those who are not in my organization, is not my responsibility. | 39% | 41% | 80% | 9% | 5% | 6% | 11% | 4.03 | 1.10 | 7463 |
| <div> <div>SD/D</div> <div>A/SA</div> </div> <div> <div>Q37_05: Inspiring others and setting the example for right conduct</div> <div>(90%)</div> <div><u>is not</u> an important part of my responsibility. (vs. <u>is</u> an important...)</div> <div>FY15 = [01%] (08%)</div> <div>[97%]</div> </div> <div> <div>Q16_07: Upholding standards with those who are not in my organization,</div> <div>(80%)</div> <div><u>is not</u> my responsibility . (vs. <u>is</u> my ...)</div> <div>FY15 = [01%] (11%)</div> <div>[92%]</div> </div> | | | | | | | | | | |

Items Q37_05 and Q16_07 address perceptions of one’s responsibility to set the right example and to uphold standards. On CASAP FY16, they are worded so that the “desired response” is “strongly disagree or disagree.” On CASAP FY15, they were worded so that the “desired response” was “agree or strongly agree.” The data above indicate that 90% of respondents “strongly disagree or disagree” that they are not responsible for inspiring other and setting the example for right conduct. On CASAP FY15, 97% “agreed or strongly agreed” they were responsible for inspiring other and setting the right example.

In the same light, on CASAP FY16, 80% of respondents “strongly disagreed or disagreed” that they are not responsible for upholding standards with those who are not in their organization. This is in contrast to 92% of respondents who “agreed or strongly agreed” on CASAP FY15 that they are responsible for upholding standards with those who are not in their organization.

The differences in results between the two surveys may be due to the rewording of the item. In any case, leaders should reinforce the understanding that inspiring others, setting the right example, and upholding standards is an expectation for all Army professionals and this duty transcends the unit or organization to which one is assigned.

Desired Response is Strongly Disagree/Disagree

- Q37_05: Inspiring others and setting the example for right conduct is not an important part of my responsibility. (90%, Strongly Disagree or Disagree)

| Average | | | |
|-------------------------------|------|---------|------|
| FEMALE | | MALE | |
| Mean | 1.57 | Mean | 1.62 |
| Std Dev | 0.95 | Std Dev | 1.06 |
| N | 1440 | N | 6054 |
| N = 7494 | | | |
| Cohen's d = 0.05 (NEGLIGIBLE) | | | |

| Average | | | |
|--------------------------------|------|--------------|------|
| CIVILIANS-ACC | | SOLDIERS-PoA | |
| Mean | 1.65 | Mean | 1.60 |
| Std Dev | 0.95 | Std Dev | 1.07 |
| N-ACC | 1634 | N-PoA | 5884 |
| N = 7518 | | | |
| Cohen's d = -0.05 (NEGLIGIBLE) | | | |

- Q16_07: Upholding standards with those who are not in my organization, is not my responsibility. (80%, Strongly Disagree or Disagree)

| Average | | | |
|--------------------------------|------|---------|------|
| FEMALE | | MALE | |
| Mean | 1.96 | Mean | 2.01 |
| Std Dev | 1.10 | Std Dev | 1.09 |
| N | 6008 | N | 1431 |
| N = 7439 | | | |
| Cohen's d = -0.05 (NEGLIGIBLE) | | | |

| Average | | | |
|--------------------------------|------|--------------|------|
| CIVILIANS-ACC | | SOLDIERS-PoA | |
| Mean | 2.10 | Mean | 1.94 |
| Std Dev | 1.07 | Std Dev | 1.11 |
| N-ACC | 1618 | N-PoA | 5845 |
| N = 7463 | | | |
| Cohen's d = -0.14 (NEGLIGIBLE) | | | |

Figure 26. CASAP FY16, inspiring others and upholding standards

Army professionals respond on these items in a similar manner regardless of gender or CoP. This is what we would hope to expect. Logically, as *One Army, Indivisible* we should embrace a common understanding of our responsibilities as Stewards of the Army Profession.

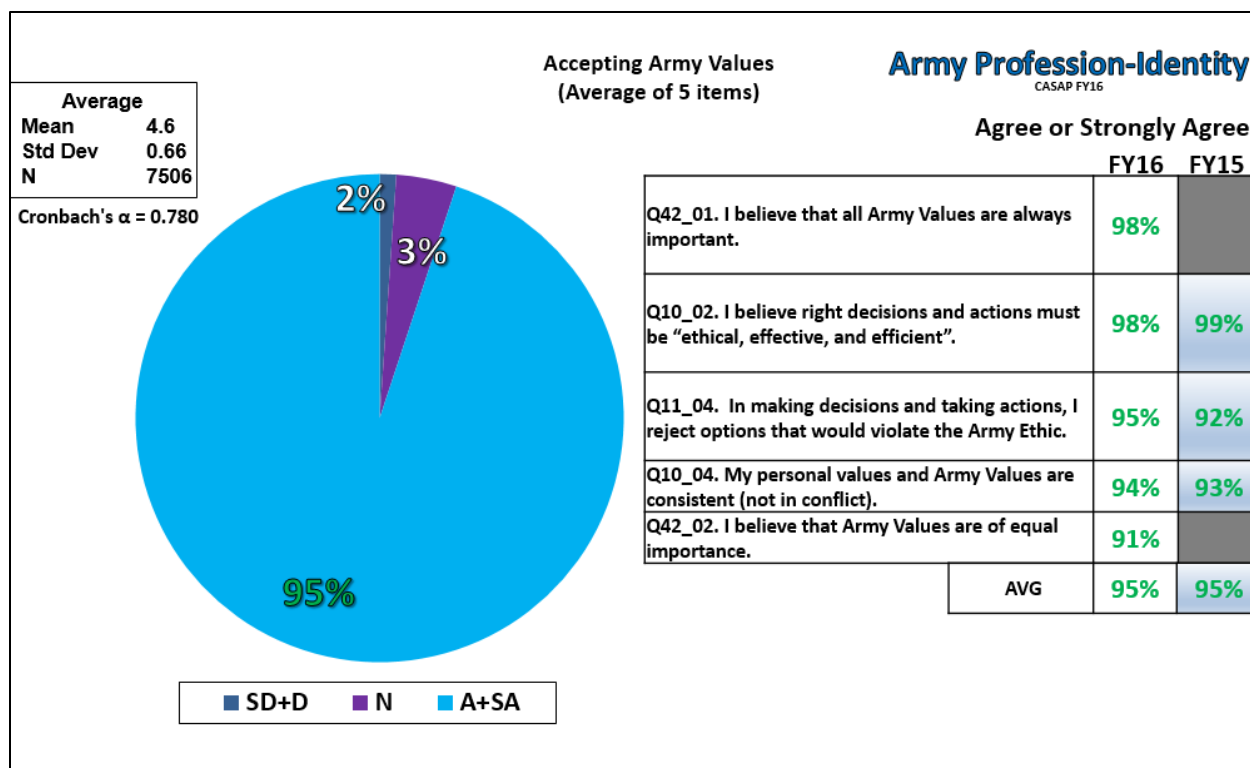


Figure 27. CASAP FY16, accepting Army Values

The Army Values are inherent within the moral principles of the Army Ethic. Findings on these five items, as indicated in figure 27 and table 10, demonstrate that Army professionals accept and embrace the Army Values as always important, influencing right decisions and actions that must be ethical, effective, and efficient. Army Professionals agree or strong agree they would reject options that violated the Army Ethic; and that their personal and professional values are consistent (not in conflict). They “agree or strongly agree” that Army Values are of equal importance (91%).

Table 10. CASAP FY16, accepting Army Values

| Accepting Army Values | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q42_01: I believe that all Army Values are always important. | 0% | 1% | 1% | 1% | 30% | 67% | 98% | 4.6 | 0.58 | 7533 |
| Q10_02: I believe right decisions and actions must be "ethical, effective, and efficient. | 0% | 0% | 1% | 2% | 25% | 72% | 98% | 4.7 | 0.56 | 7506 |
| Q11_04: In making decisions and taking actions, I reject options that would violate the Army Ethic. | 1% | 1% | 2% | 3% | 29% | 66% | 95% | 4.6 | 0.66 | 7473 |
| Q10_04: My personal values and Army Values are consistent (not in conflict). | 1% | 2% | 3% | 3% | 27% | 67% | 94% | 4.6 | 0.72 | 7503 |
| Q42_02: I believe that Army Values are of equal importance. | 0% | 4% | 4% | 5% | 40% | 51% | 91% | 4.4 | 0.78 | 7517 |
| AVERAGE | 1% | 1% | 2% | 3% | 30% | 65% | 95% | 4.6 | 0.66 | 7506 |

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Those respondents who did not “agree or strongly agree” (1.5%, n = 115) with item Q42_01: “I believe that all Army Values are always important,” were asked: “Please describe a circumstance where one or more Army Values are unimportant. CAPE received 112 replies, as summarized at tables 11 and 12, below.

Table 11. CASAP FY16, importance of Army Values, Item Q42_01a grouped free responses

N = Number of responses

| Q42_01a. Please describe a circumstance where one or more Army Values are unimportant. | N | % |
|---|------------|-------------|
| When they conflict with personal values | 58 | 52 |
| When one Army Value is more important than another | 37 | 33 |
| When others do not uphold one or more | 17 | 15 |
| Total | 112 | 100% |

Illustrative examples of aggregated free response comments are presented below in table 12.

Table 12. CASAP FY16, importance of Army Values, Item Q42_01a illustrative free responses

| Q42_01a. Please describe a circumstance where one or more Army Values are unimportant. | |
|---|--|
| When they conflict with personal values | "Selfless Service can often get in the way when I have to take care of my family or myself. I cannot possibly take care of my Soldiers without taking care of myself first or my family. " |
| | "My life is guided by allegiance to my God. If Army Values would conflict with the duties to my God, then the Army Values would carry less value." |
| When one Army Value is more important than another | "Everything is situation-dependent. In some cases, for example, Courage and Loyalty will offer contradicting courses of action." |
| | I think that all Army Values are second to the warrior ethos: "I will always place the mission first." |
| When others do not uphold them | "Loyalty to a misguided leader or peer could prevent an individual from addressing an ethical violation." |
| | "We seem to push this all the time, yet many in civilian and military leadership do not follow the Army values ..." |

Those respondents who did not “agree or strongly agree” (8.9%, n = 669) with item Q42_02: “I believe that all Army Values are of equal importance,” were asked to provide their “opinion regarding the relative importance of the Army Values? Is there a priority among the Army Values? Why?” CAPE received 551 replies, as summarized at tables 13 and 14, below.

Table 13. CASAP FY16, importance of Army Values, Item Q42_02a grouped free responses

N = Number of responses

| Q42_02a. What is your opinion regarding the relative importance of the Army Values? Is there a priority among the Army Values? Why? | N | % |
|--|------------|-------------|
| Integrity is the most important Army Value | 146 | 26 |
| The importance of each Army Value depends on situation or context | 140 | 25 |
| Sometimes we must choose among Army Values that may conflict with one another | 73 | 13 |
| Honor is the most important Army Value | 59 | 11 |
| Sometimes personal values are more important than Army Values | 39 | 7 |
| Duty is the most important Army Value | 39 | 7 |
| Selfless Service is the most important Army Value | 28 | 5 |
| Loyalty is the most important Army Value | 16 | 3 |
| Respect is the most important Army Value | 11 | 2 |
| Total | 551 | 100% |

Respondents who did not “agree or strongly agree” with item Q42_02: “I believe that Army Values are of equal importance,” were invited to respond to item Q42_02a: “What is your opinion regarding the relative importance of the Army Values? Is there a priority among the Army Values? Why?” Just over 550 remarks were provided. These insights are classified into the nine categories, as depicted above in table 13, organized in descending order of frequency. Illustrative examples of their aggregated free response comments are presented below in table 14.

Table 14. CASAP FY16, importance of Army Values, Item Q42_02a illustrative free responses

| Q42_02a. What is your opinion regarding the relative importance of the Army Values? Is there a priority among the Army Values? Why? | |
|--|--|
| Integrity | "I think the most important Army Value is Integrity. You must do what is right no matter who is watching." |
| | "Priority is integrity always! You have to be able to own everything you do and have the guts to stand up for what's right no matter what." |
| Army Values are applied depending on the Situation or Context | "Long term, they are all of equal value, but the immediate application can vary from situation to situation." |
| | "All are important to live by, but some are more applicable in certain contexts." |
| Army Values may overlap or conflict with one another | "Depending on the definition used, there is often overlap. Some are more tangible while others are ideals/aspiration of thought." |
| | "There is a possibility some values could conflict. Under the right circumstances, I would put the duties of integrity and honor over loyalty to a commander or unit, or even the Army." |
| Honor | "Simply by definition alone, Honor states lives up to all Army values, therefore making it the most important one." |
| | "Honor must be the highest for it is made up of the others. Honor is measurable and the other values are the measurements of it." |
| Personal values outweigh Army Values | "As a Christian, my Christian values lead my Army values. My Christian values are attributes of who I am, while at best the Army values are something that I strive to do." |
| | "I am guided first by my moral code and values which are higher and of more importance than Army Values, but I follow them as they fit with my code." |
| Duty | "I place Duty above all others. If everyone is doing what is required, then problems and conflicts have a measurable impact." |
| | "Duty above all else, because in the execution of duties as a professional, integrity, loyalty, selfless service are all required for the execution of duty as a Soldier." |
| Selfless Service | "Selfless Service is the most important Army Value to me, because it ties my actions closely to the mission above my own needs and desires." |
| | "The moment someone puts the desires of self above the needs of the nation or another individual, the other six Values immediately begin to erode." |
| Loyalty | "Soldiers who understand and display the value of loyalty have a much greater tendency to adopt the other Army values." |
| | "Loyalty is a key value to me and it motivates me above and beyond the other values." |
| Respect | "I believe Respect slightly outweighs the others. It is a people-oriented value and we are made up on people." |
| | "It all starts with Respect. You cannot be loyal to something or someone you do not respect." |

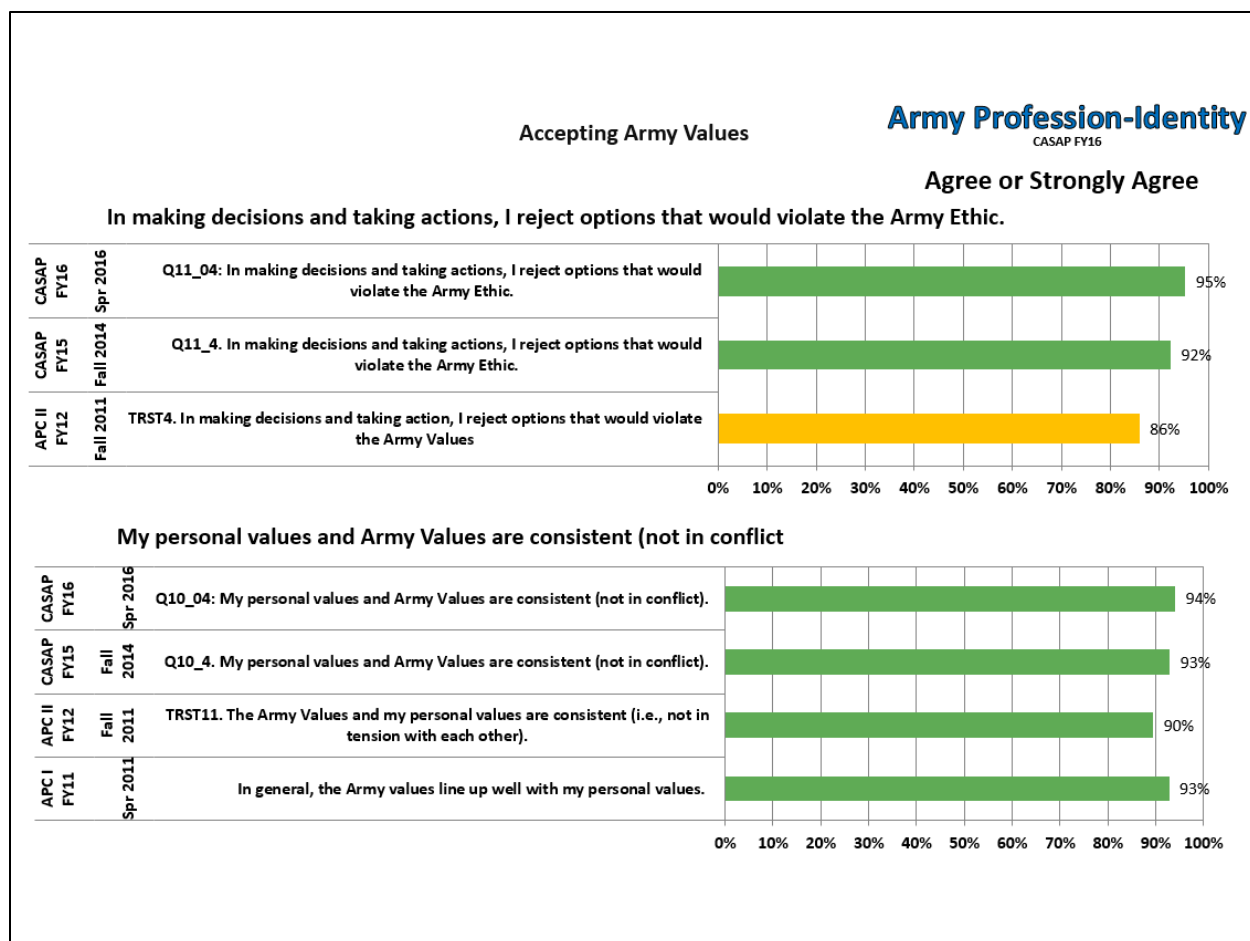


Figure 28. CASAP FY16, predecessor items, accepting Army Values

As indicated in figure 28, findings on these two items are consistent over the past five years. The stable results support the view that Army professionals have adopted the Army Values as their own.

All respondents were also given the opportunity to explain their thoughts, concerns, and recommendations on aspects of our shared identity in free response item QSI_01: “Please provide your perspective on any aspect of our shared identity as Trusted Army Professionals; and your recommendations to reinforce our commitment to live by and uphold the moral principles of the Army Ethic or address issues requiring senior leader attention.”

Just over 1800 remarks were provided. The responses are classified into the three categories as depicted in table 15, below, organized in descending order of frequency. Illustrative examples of their aggregated free response comments are presented below in table 16.

Table 15. CASAP FY16, aspects of our shared identity, QSI_01, grouped free responses

N = number of responses

| QSI_01. Please provide your perspective on any aspect of our shared identity as Trusted Army Professionals; and your recommendations to reinforce our commitment to live by and uphold the moral principles of the Army Ethic or address issues requiring senior leader attention. | N | % |
|---|-------------|-------------|
| Our shared identity as Trusted Army Professionals | 789 | 44 |
| Issues requiring senior leader attention | 704 | 39 |
| Our commitment to live by and uphold the moral principles of the Army Ethic | 309 | 17 |
| Total | 1802 | 100% |

Table 16. CASAP FY16, aspects of our shared identity, QSI_01, illustrative free responses

| QSI_01. Please provide your perspective on any aspect of our shared identity as Trusted Army Professionals; and your recommendations to reinforce our commitment to live by and uphold the moral principles of the Army Ethic or address issues requiring senior leader attention. | |
|---|--|
| Our shared identity as Trusted Army Professionals | "We are a profession of arms dedicated to service of our country, serve as the last line of diplomacy, and thrive on duty/loyalty/honor and the other Army values as our compass." |
| | "There is no off-duty as an American Soldier. Our acts and behavior off-duty truly reflects our profession." |
| | "Soldiers make mistakes in life sometimes more than one, but it is up to that soldier to show the fortitude to bounce back." |
| | "Our oath of office is to support and defend the Constitution of the United States against all enemies; foreign and domestic. Our loyalty is to the people of the United States and the preservation of our nation." |
| Issues requiring senior leader attention | "The Army seems to be able to identify toxic leadership, but doesn't seem to do anything about it." |
| | "Soldiers should be open to communicate concerns and ideas to improve our work culture." |
| | "Favoritism by superior that helps some soldiers get away from consequences." |
| | "We must change our culture so that Soldiers believe they will be held responsible and punished for unprofessional behavior." |
| Our commitment to live by and uphold the moral principles of the Army Ethic | "The key is to treat everyone with dignity and respect. Do what is right when no one is looking. And, learn from your mistakes." |
| | "Discipline those that make unethical, unmoral and illegal decisions. Listen to those that bring issues and concerns forward and to not allow retaliation when brought up." |
| | "Develop and maintain a reliable and honest character from day one in the Army." |
| | "All veterans and Army civilians should live as Army professionals and hold themselves up to the standards and characteristics of the Army values." |

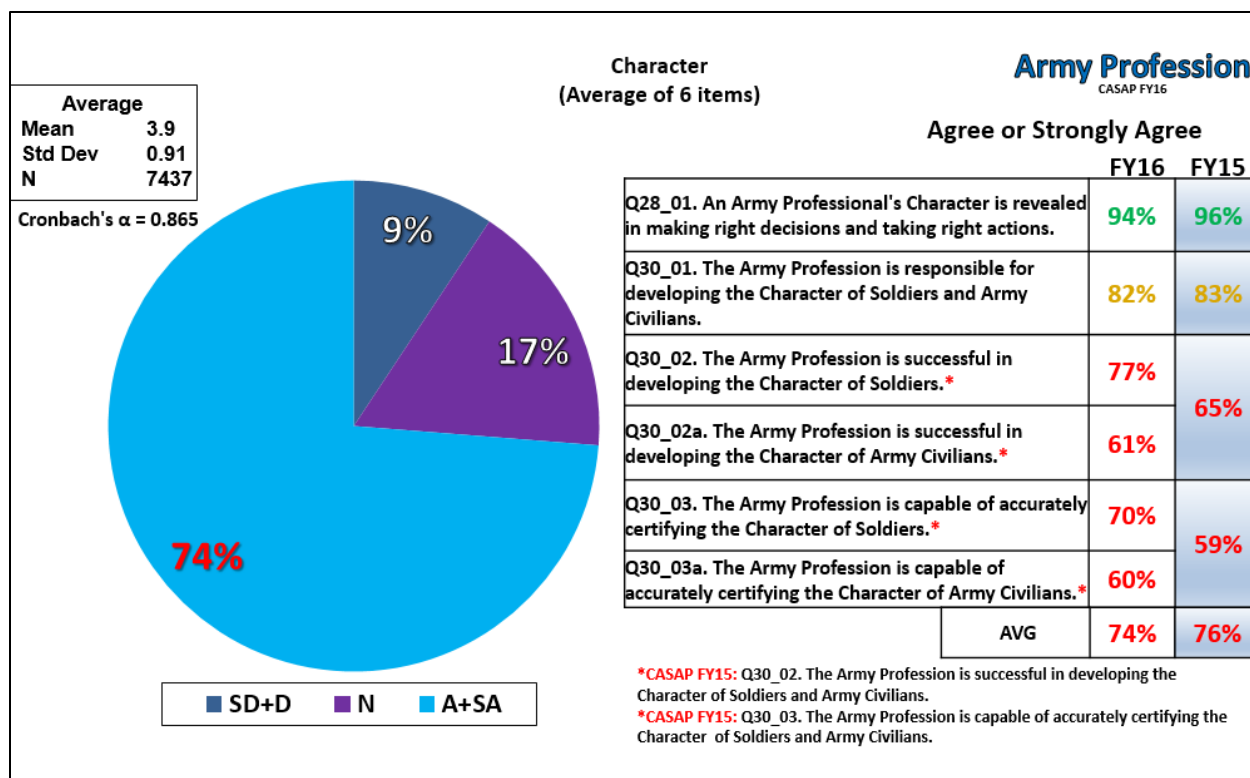


Figure 29. CASAP FY16, perceptions of character

As indicated in figure 29 and table 17, these six items constitute a dimension associated with the Army Profession certification criterion, “character” -- as revealed in an Army professional’s decisions and actions. There is strong support for the operational definition of character, as stated in ADRP 1: “Dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions.” However, there is less support for the doctrinal perspective that the “Army Profession is responsible for developing the character of Soldiers and Army Civilians” (82% of respondents “agree or strongly agree”). This result may be strengthened through education of the Force, informing the understanding that professions are responsible for the professional development and certification of their members.

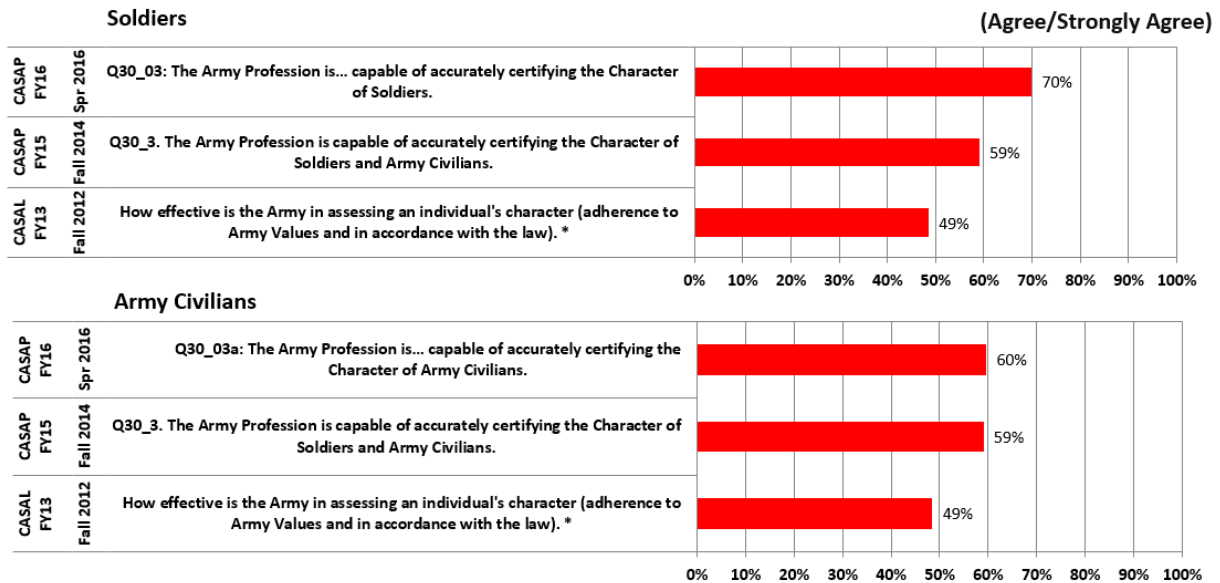
Table 17. CASAP FY16, perceptions of character

| Character | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q28_01: An Army Professional's Character is revealed in making right decisions and taking right actions. | 1% | 1% | 1% | 5% | 41% | 53% | 94% | 4.4 | 0.68 | 7513 |
| Q30_01: The Army Profession is... responsible for developing the Character of Soldiers and Army Civilians. | 1% | 4% | 5% | 13% | 46% | 36% | 82% | 4.1 | 0.86 | 7470 |
| Q30_02: The Army Profession is... successful in developing the Character of Soldiers. | 2% | 6% | 7% | 15% | 50% | 27% | 77% | 4.0 | 0.89 | 7442 |
| Q30_02a: The Army Profession is... successful in developing the Character of Army Civilians. | 3% | 10% | 13% | 26% | 41% | 20% | 61% | 3.6 | 1.01 | 7385 |
| Q30_03: The Army Profession is... capable of accurately certifying the Character of Soldiers. | 2% | 9% | 11% | 19% | 46% | 24% | 70% | 3.8 | 0.98 | 7421 |
| Q30_03a: The Army Profession is... capable of accurately certifying the Character of Army Civilians. | 3% | 11% | 15% | 26% | 40% | 20% | 60% | 3.6 | 1.03 | 7391 |
| AVERAGE | 2% | 7% | 9% | 17% | 44% | 30% | 74% | 3.9 | 0.91 | 7437 |

There is considerable doubt about the Army Profession's success at developing the character of Soldiers (77%) and Army Civilians (61%). The difference between confidence in the Army's ability to develop Soldiers in contrast to Army Civilians is considered small (Cohen's $d = 0.42$). A similar finding regarding the Army Profession's ability to accurately certify Soldiers (70%) and Army Civilians (60%) in character suggests that this is an issue requiring the attention of senior Army leaders. The difference between the response pattern for Soldiers and Army Civilians is considered small (as measured by Cohen's $d = 0.20$).

Certification

Army Profession
CASAP FY16



*Based upon the CASAL response scale of Effective/Very Effective

Figure 30. CASAP FY16, predecessor items, certification of character

These apparent differences in figure 30 may only be due to the rewording of the items and the change in the response scale for CASAL. In CASAP FY16, the item addressing accurate certification in character was split between Soldiers in Army Civilians. For CASAP FY15, both communities of practice were included in a single item. In any case, gaining the confidence of Soldiers and Army Civilians in the Army Profession's ability to accurately certify character remains an issue requiring remediation.

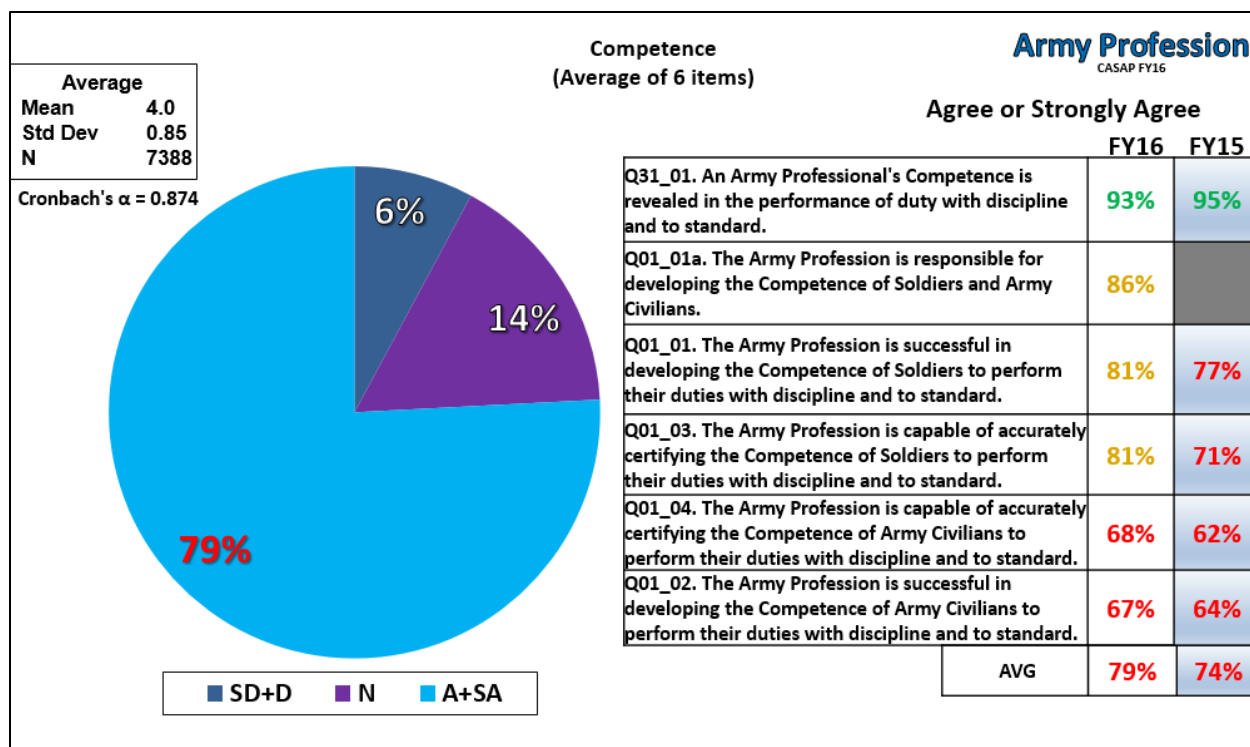


Figure 31. CASAP FY16, perceptions of competence

Figure 31 (above) and table 18 (below), display results from six items forming a dimension regarding “competence,” an Army Profession certification criterion that is revealed in performance of duty with discipline and to standard. Army professionals endorse the operational definition of competence (93% “agree or strongly agree”). However, there is diminished agreement that the Army Profession is responsible for developing competence in Soldiers and Army Civilians (86%). This finding may be remediated through education of the Force, ensuring there is understanding that professions are responsible for the professional development and certification of their members.

Table 18. CASAP FY16, perceptions of competence

| Competence | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q31_01: An Army Professional's Competence is revealed in the performance of duty with discipline and to standard. | 0% | 1% | 1% | 5% | 45% | 48% | 93% | 4.4 | 0.67 | 7468 |
| Q01_01a: The Army Profession is responsible for developing the Competence of Soldiers and Army Civilians. | 1% | 2% | 3% | 11% | 49% | 37% | 86% | 4.2 | 0.78 | 7398 |
| Q01_01: The Army Profession is... successful in developing the Competence of Soldiers to perform their duties with discipline and to standard. | 1% | 5% | 6% | 13% | 53% | 28% | 81% | 4.0 | 0.85 | 7380 |
| Q01_03: The Army Profession is... capable of accurately certifying the Competence of Soldiers to perform their duties with discipline and to standard. | 1% | 5% | 6% | 13% | 52% | 29% | 81% | 4.0 | 0.86 | 7382 |
| Q01_04: The Army Profession is... capable of accurately certifying the Competence of Army Civilians to perform their duties with discipline and to standard. | 3% | 8% | 11% | 21% | 46% | 22% | 68% | 3.8 | 0.98 | 7354 |
| Q01_02: The Army Profession is... successful in developing the Competence of Army Civilians to perform their duties with discipline and to standard. | 3% | 8% | 11% | 22% | 46% | 21% | 67% | 3.7 | 0.97 | 7347 |
| AVERAGE | 2% | 5% | 6% | 14% | 49% | 31% | 79% | 4.0 | 0.85 | 7388 |

Confidence that the Army Profession is successful at developing the competence of Soldiers (81%) is stronger than for Army Civilians (67%). This difference is considered small (Cohen's $d = 0.33$). This finding may reflect perceived differences in Professional Military Education in contrast to perceptions of the Army Civilian Education System. Confidence that the Army Profession is capable of accurately certifying the competence of Soldiers (81%) is higher than confidence in the Army Profession's ability to accurately certify the competence of Army Civilians (68%), this difference is considered small (Cohen's $d = 0.22$).

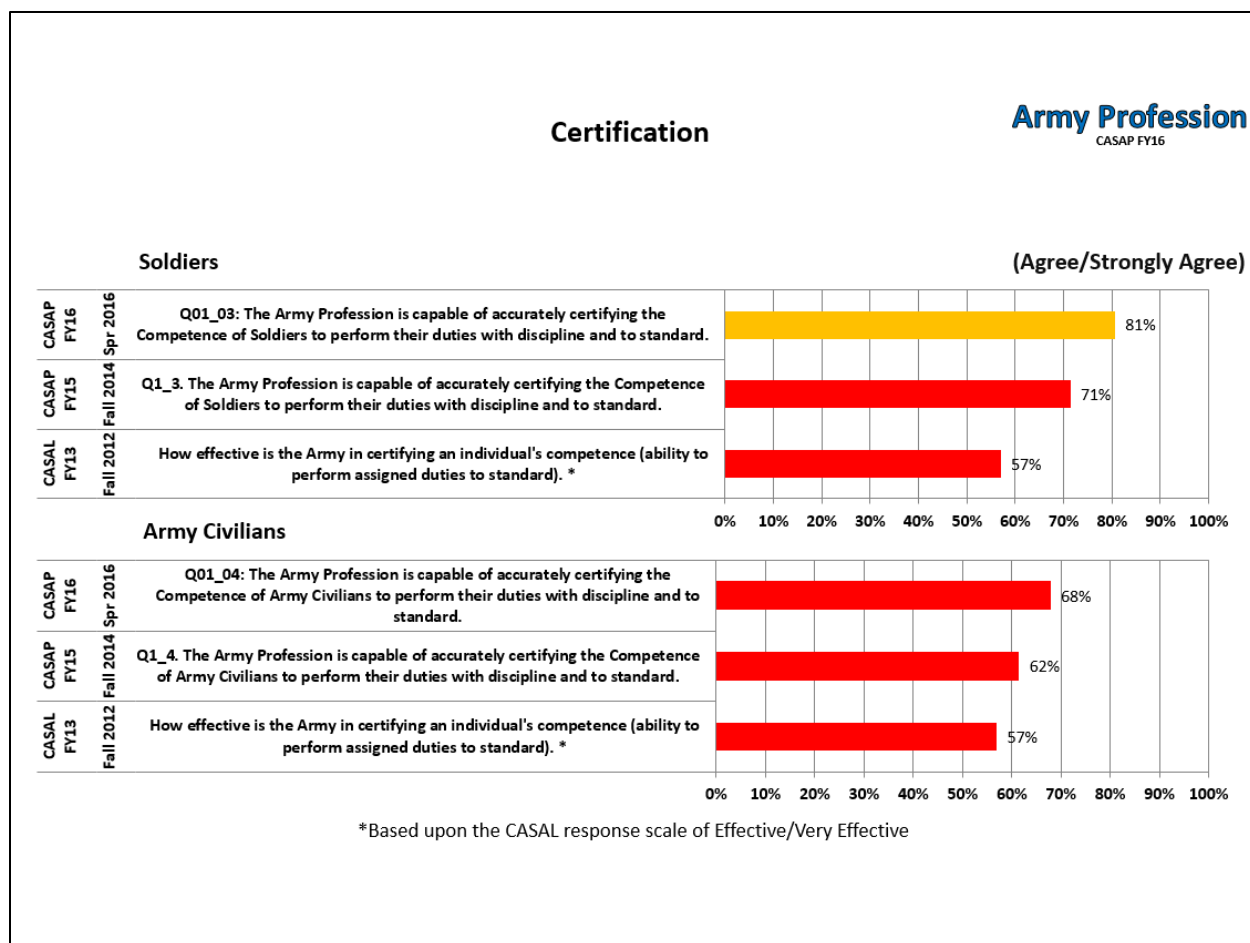


Figure 32. CASAP FY16, predecessor items, certification of competence

These results indicate that perceptions of the Army Profession's ability to accurately certify the competence of Soldiers is improving. While the difference between CASAP FY15 and FY16 is small, as measured by Cohen's $d = 0.21$, it is moving in a positive direction. Similarly, perceptions that the Army Profession is capable of accurately certifying the competence of Army Civilians improved to 68% from last year's results, 62%; while this difference is considered negligible, as measured by Cohen's $d = 0.12$, it is moving in a positive direction.

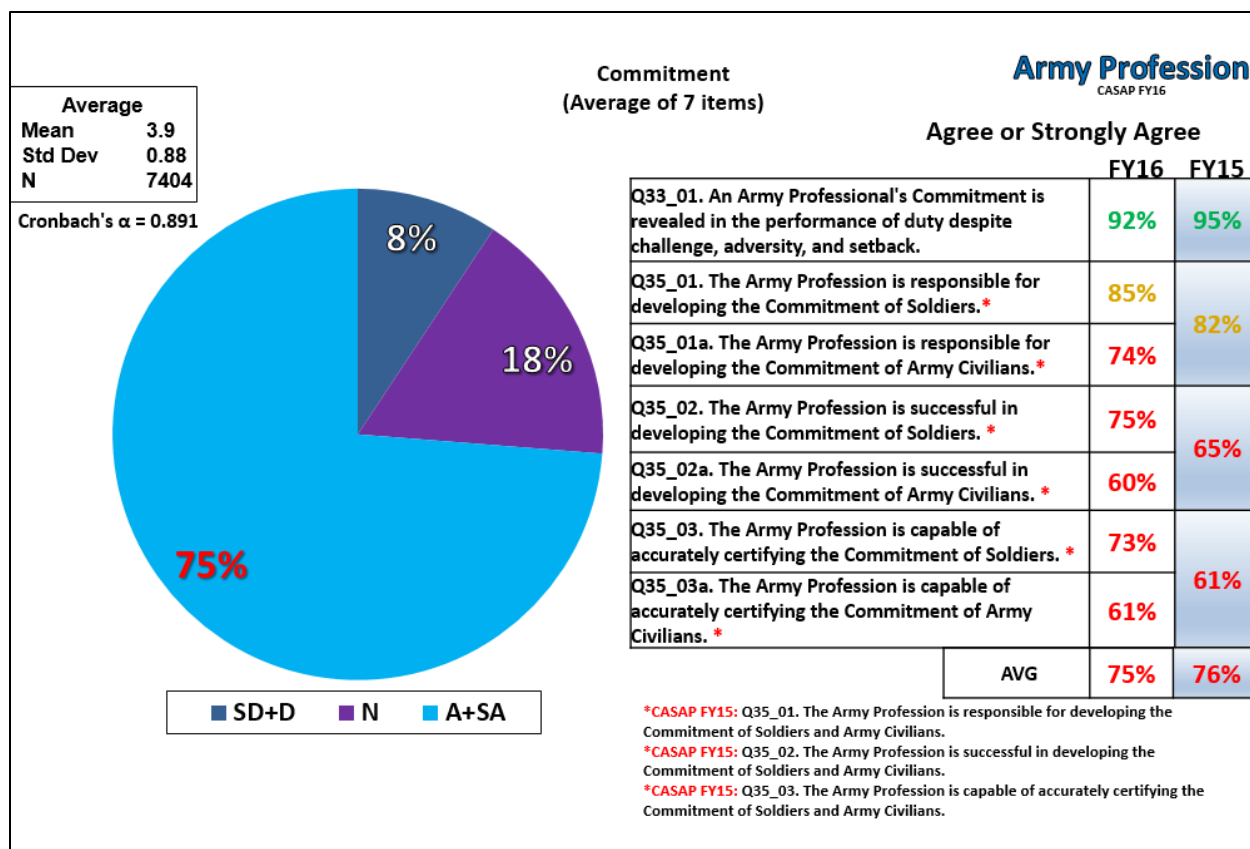


Figure 33. CASAP FY16, perceptions of commitment

The seven items displayed in the graphic (figure 33) and table 19 above comprise a dimension addressing perceptions of commitment, an Army Profession certification criterion. Army professionals “agree or strongly agree” (92%) that commitment is demonstrated in performance of duty despite challenge, adversity, and setback. There is less agreement that the Army Profession is responsible for developing commitment in Soldiers (85%) and Army Civilians (74%). This difference is small (as measured by Cohen’s $d = 0.35$) and may be remediated through education of the Force to ensure they understand that professions are responsible for the development and certification of commitment.

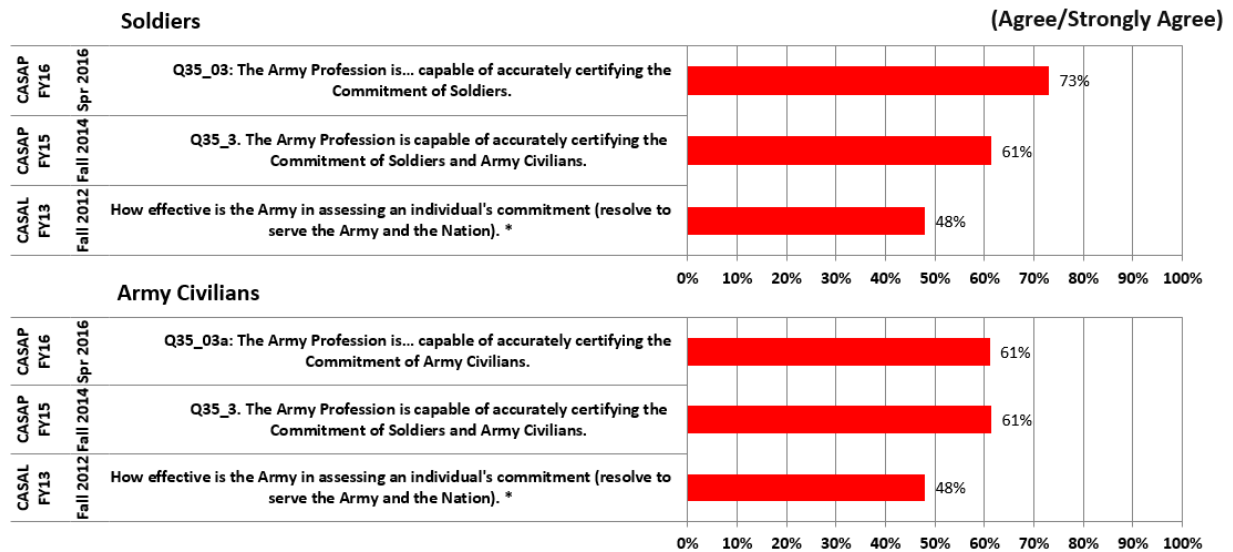
Table 19. CASAP FY16, perceptions of commitment

| Commitment | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| Q33_01: An Army Professional's Commitment is revealed in the performance of duty despite challenge, adversity, and setback. | 0% | 1% | 1% | 6% | 46% | 46% | 92% | 4.4 | 0.69 | 7479 |
| Q35_01: The Army Profession is... responsible for developing the Commitment of Soldiers. | 1% | 3% | 4% | 11% | 49% | 36% | 85% | 4.2 | 0.79 | 7401 |
| Q35_01a: The Army Profession is... responsible for developing the Commitment of Army Civilians. | 2% | 5% | 7% | 19% | 47% | 28% | 74% | 3.9 | 0.90 | 7397 |
| Q35_02: The Army Profession is... successful in developing the Commitment of Soldiers. | 2% | 6% | 8% | 17% | 51% | 24% | 75% | 3.9 | 0.89 | 7411 |
| Q35_02a: The Army Profession is... successful in developing the Commitment of Army Civilians. | 3% | 10% | 13% | 27% | 42% | 18% | 60% | 3.6 | 0.99 | 7356 |
| Q35_03: The Army Profession is... capable of accurately certifying the Commitment of Soldiers. | 2% | 7% | 9% | 18% | 48% | 25% | 73% | 3.9 | 0.92 | 7403 |
| Q35_03a: The Army Profession is... capable of accurately certifying the Commitment of Army Civilians. | 3% | 10% | 13% | 26% | 42% | 19% | 61% | 3.6 | 1.01 | 7378 |
| AVERAGE | 2% | 6% | 8% | 18% | 47% | 28% | 75% | 3.9 | 0.88 | 7404 |

There are differences between perceptions that the Army Profession is successful at developing the commitment of Soldiers (75%) and Army Civilians (60%). This difference is considered to be small (as measured by Cohen's $d = 0.32$). Similarly, there is a difference between perceptions that the Army is capable of accurately certifying the character of Soldiers (73%) in contrast to accurately certifying the character of Army Civilians (61%). Again, as measured by Cohen's $d = 0.31$, the difference is considered to be small.

Certification

Army Profession
CASAP FY16



*Based upon the CASAL response scale of Effective/Very Effective

Figure 34. CASAP FY16, predecessor items, certification of commitment

The apparent improvement in percentage of Army professionals who “agree or strongly agree” that the Army Profession is capable of accurately certifying the commitment of Soldiers is probably attributable to restricting the item to focus separately on the two communities of practice. There is greater confidence in the ability to certify commitment in Soldiers than in Army Civilians. This perception requires further investigation to determine the basis for the distinction and an appropriate remedy.

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Trust

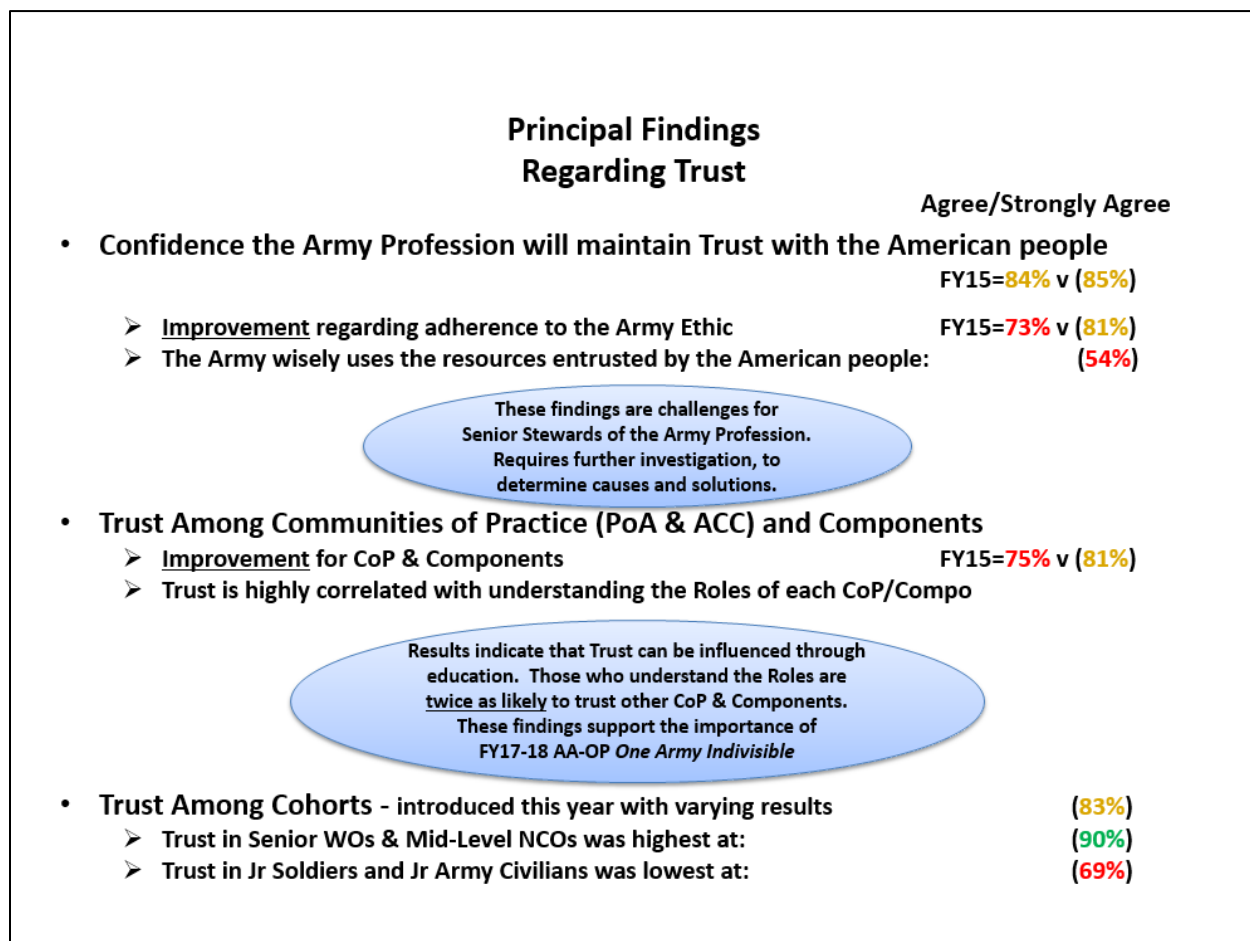


Figure 35. CASAP FY16, perceptions of trust

As noted in the Army White Paper, “Developing the Character of Trusted Army Professionals,” *Forging the Way-Ahead* (19 April 2016), “As a profession and a department of government, the Army is granted the privilege of serving the American people and defending their rights and interests only because [it is] trusted to accomplish the mission ethically, effectively, and efficiently.”

To reinforce this sacred bond of trust, the Army must contribute honorable service, military expertise, and responsible stewardship, while demonstrating courageous esprit de corps. Trust is described as the “bedrock” of the Army Profession and its relationship with the American people.

Results summarized in figure 35, reveal the confidence of Soldiers and Army Civilians that the Army Profession will maintain trust with the American people. Results are similar to last year’s findings, 85% of respondents “agree or strongly agree” on a dimension including six items. There is some improvement in the percentage of respondents who “agree or strongly agree” that the Army, as an institution, adheres to its ethic (81% “agree or strongly agree,” Item Q12_14). However, just over half

of respondents “agree or strongly agree” that the Army wisely uses the resources entrusted by the American people (see figure 36 and table 20, below). Future assessment will focus on the causes and remedies for the finding (Item Q39_14).

The level of trust among communities of practice and components is improved over last year. This may be due to senior leader emphasis on the importance of *One Army, Indivisible* (e.g., GEN Mark A. Milley, Chief of Staff of the Army, speech to National Guard Association of the United States, 11 September 2015 and continuing unit training exercises involving multiple components). An important finding from CASAP FY16 is the strong relationship between perceived levels of trust and belief that one understands the role of a component in accomplishing the Army’s mission (see figures 41, 43, below). This finding will inform training and education products supporting unit and organization professional development activities.

This year, CASAP FY16 also addressed perceptions of trust among cohorts (see figure 45). Senior Warrant Officers and Mid-Grade Noncommissioned Officers were most trusted (90% “agree or strongly agree”). Junior Enlisted Soldiers and Junior Army Civilians were least trusted (69% “agree or strongly agree” that they trust the members of these cohorts).

Trust with the American People:

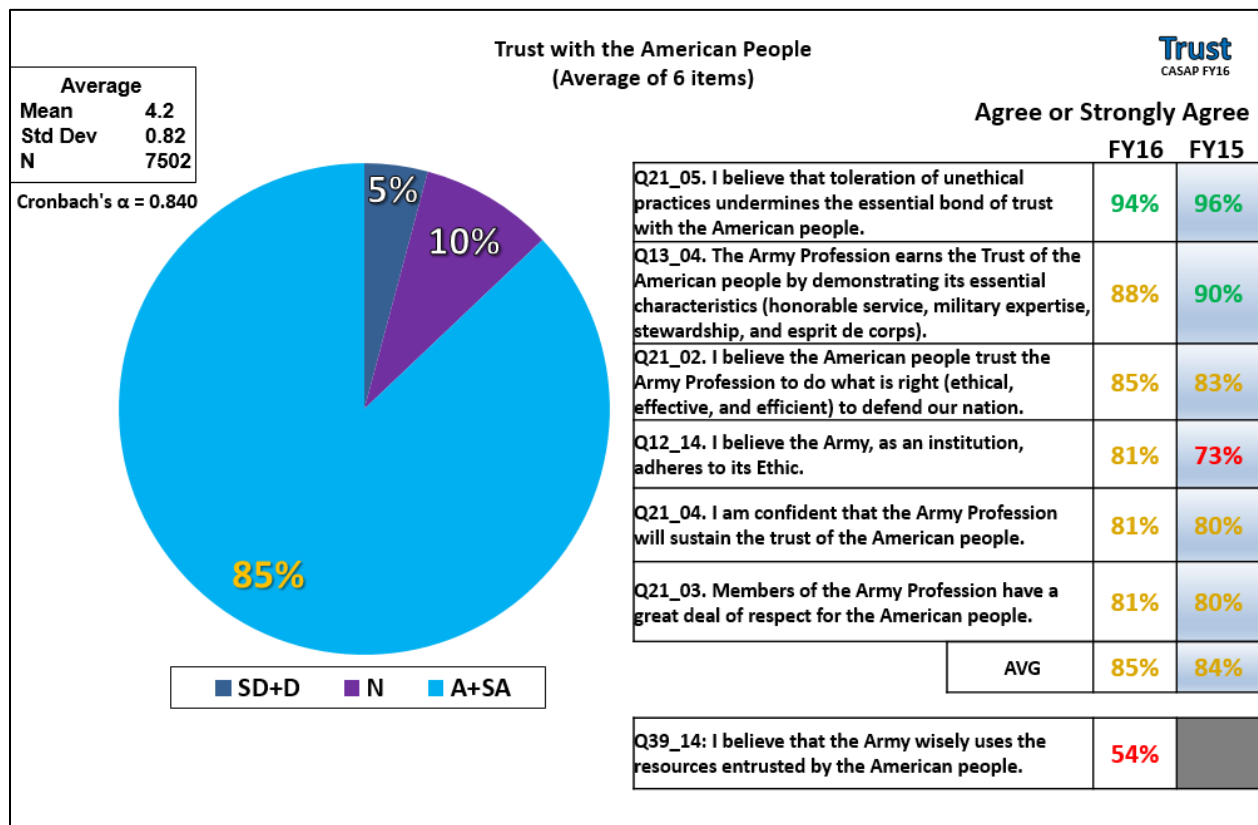


Figure 36. CASAP FY16, perceptions of trust with the American people

As shown in figure 36, above, the finding that 81% of respondents “agree or strongly agree” that the Army, as an institution, adheres to its ethic, is a small improvement in contrast to CASAP FY15 (Item Q12_14, Cohen’s $d = 0.24$). We do not have sufficient data to suggest a positive trend, however this item will be included in the next iteration of CASAP FY18 to determine if results continue to improve.

Table 20. CASAP FY16, perceptions of trust with the American people

| Trust with American People | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q21_05: I believe that toleration of unethical practices undermines the essential bond of trust with the American people. | 1% | 1% | 2% | 4% | 29% | 65% | 94% | 4.6 | 0.70 | 7502 |
| Q13_04: The Army Profession earns the Trust of the American people by demonstrating its essential characteristics (Honorable Service, Military Expertise, Stewardship, and Esprit de Corps). | 1% | 3% | 3% | 8% | 41% | 47% | 88% | 4.3 | 0.79 | 7500 |
| Q21_02: I believe the American people trust the Army Profession to do what is right (ethical, effective, and efficient) to defend our nation. | 1% | 4% | 5% | 10% | 44% | 41% | 85% | 4.2 | 0.84 | 7509 |
| Q12_14: I believe the Army, as an institution, adheres to its Ethic. | 2% | 5% | 7% | 12% | 47% | 35% | 81% | 4.1 | 0.90 | 7494 |
| Q21_04: I am confident that the Army Profession will sustain the trust of the American people. | 1% | 5% | 6% | 13% | 44% | 36% | 81% | 4.1 | 0.88 | 7503 |
| Q21_03: Members of the Army Profession have a great deal of respect for the American people. | 1% | 4% | 5% | 14% | 42% | 38% | 81% | 4.1 | 0.88 | 7506 |
| AVERAGE | 1% | 4% | 5% | 10% | 41% | 44% | 85% | 4.2 | 0.82 | 7502 |
| Q39_14: I believe that the Army wisely uses the resources entrusted by the American people. | 8% | 18% | 26% | 20% | 36% | 18% | 54% | 3.4 | 1.19 | 7504 |

The finding (Item Q39_14), see table 20 above, that a small majority of respondents (54%) “agree or strongly agree” that the Army wisely uses the resources entrusted by the American people will be further explored to determine what may be causing this perception and what must be done to redress the perception.

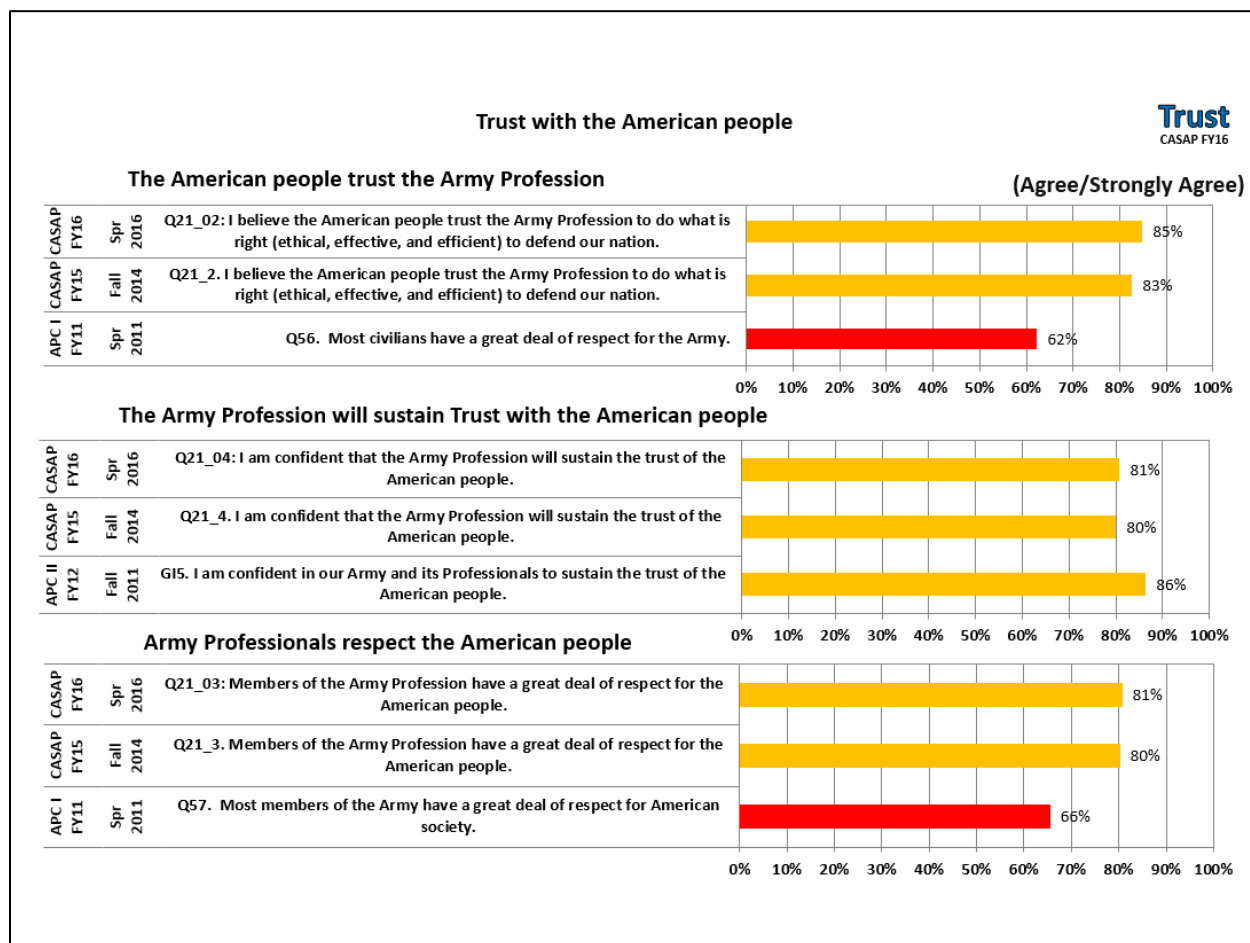


Figure 37. CASAP FY16, predecessor items, trust with the American people

As indicated in figure 37, results on these items are unchanged between CASAP FY15 and FY16. The difference in contrast with the survey results from the Army Profession Campaign Surveys I and II may be attributable to changes in the wording of the item as opposed to a true change in the perceptions of the respondents. Future surveys will retain the wording of the current items.

Trust among Communities of Practice & Components/Cohorts:

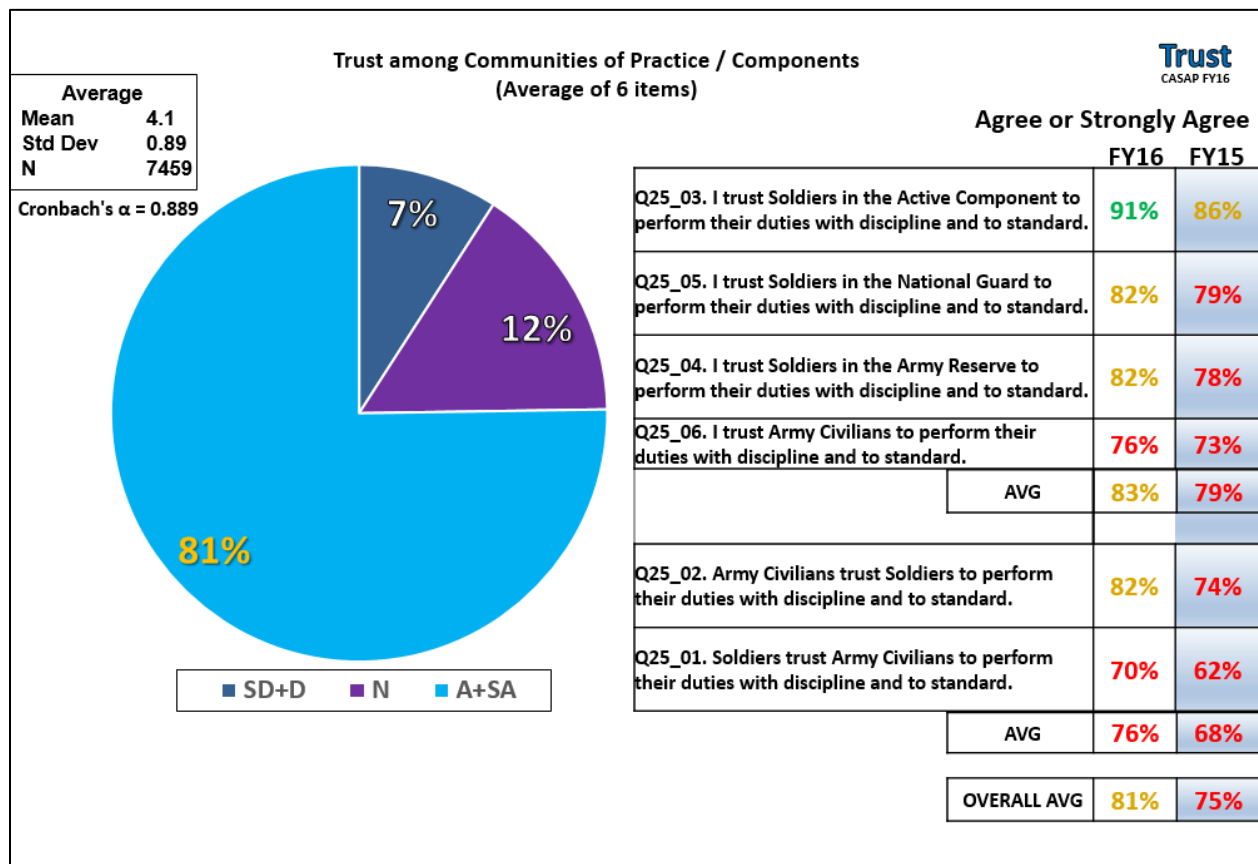


Figure 38. CASAP FY16, perceptions of trust among communities of practice and components

The Secretary of the Army and the Army Chief of Staff approved the FY17/18 “America’s Army – Our Profession” biennial theme *One Army, Indivisible* to focus attention on the importance of mutual trust and cohesive teamwork among the components and communities of practice (see <http://cape.army.mil/news/one-army-indivisible> and Stand-To: One Army, Indivisible, 20 Sep 16, <https://www.army.mil/standto/2016-09-20/>). While there is some improvement in the percentages of respondents who “agree or strongly agree” they trust members of the three components and the Army Civilian Corps, there remains room for further improvement. Effects from the training and education materials addressing the roles of each community of practice and each component in accomplishing the Army’s mission will be assessed on CASAP FY18.

Trust among Communities of Practice/Components

Trust
CASAP FY16

| Item | Component | | | | FY16 | FY15 |
|---|-----------|-------|---------|-----|------|------|
| | Active | Guard | Reserve | ACC | AVG | AVG |
| Trust among Army Profession Components: | | | | | | |
| Q25_03. I trust Soldiers in the Active Component to perform their duties with discipline and to standard. | 90 | 89 | 92 | 92 | 91 | 86 |
| Q25_05. I trust Soldiers in the National Guard to perform their duties with discipline and to standard. | 71 | 94 | 87 | 84 | 82 | 79 |
| Q25_04. I trust Soldiers in the Army Reserve to perform their duties with discipline and to standard. | 73 | 87 | 91 | 86 | 82 | 78 |
| Q25_06. I trust Army Civilians to perform their duties with discipline and to standard. | 69 | 78 | 76 | 86 | 76 | 73 |
| Trust between Communities of Practice (PoA & ACC): | | | | | | |
| Q25_02. Army Civilians trust Soldiers to perform their duties with discipline and to standard. | 75 | 84 | 83 | 90 | 82 | 74 |
| Q25_01. Soldiers trust Army Civilians to perform their duties with discipline and to standard. | 63 | 75 | 74 | 74 | 70 | 62 |
| Membership in the Army Profession: | | | | | | |
| Q13_02. Soldiers are members of the Army Profession. | 94 | 97 | 96 | 97 | 96 | 95 |
| Q13_03. Army Civilians are members of the Army Profession. | 78 | 82 | 84 | 94 | 83 | 82 |

Figure 39. CASAP FY16, trust among communities of practice and components

As depicted in figure 39, results indicate that the Active component enjoys the highest level of trust (91%) and the Army Civilian Corps (community of practice) the least (76%). All results constitute a positive difference in contrast to CASAP FY15. However, all of these findings require continued attention and should benefit from the FY 17/18 AA – OP theme, *One Army Indivisible*. The items will be included on the next iteration of CASAP FY 18, 1st QTR, FY 18 to help determine if the education and training materials influenced perceptions of inter-component trust and trust between Soldiers and Army Civilians.

Perceptions of membership in the Army Profession (e.g., Soldiers and Army Civilians, Items Q13_02 and Q13_03) are unchanged between CASAP FY16 and FY15. Both Soldiers and Army Civilians “agree or strongly agree” that Soldiers are members of the Army Profession (96%); whereas, 83% of both communities of practice “agree or strongly agree” that Army Civilians are members of the Army Profession.

This finding will be addressed in education and training products supporting the FY17-18 AA – OP biennial theme, *One Army, Indivisible*. By doctrine (ADRP 1, para 5-20), the Army Profession includes both the Profession of Arms (Soldiers in all components) and Army Civilians (members of the Army Civilian Corps).

Table 21. CASAP FY16, perceptions of trust among communities of practice and components

| Trust: Components - PoA & ACC | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q25_03: I trust Soldiers in the Active Component to perform their duties with discipline and to standard. | 0% | 2% | 2% | 7% | 49% | 42% | 91% | 4.3 | 0.72 | 7487 |
| Q25_05: I trust Soldiers in the National Guard to perform their duties with discipline and to standard. | 1% | 5% | 6% | 11% | 45% | 37% | 82% | 4.1 | 0.89 | 7431 |
| Q25_04: I trust Soldiers in the Army Reserve to perform their duties with discipline and to standard. | 1% | 5% | 6% | 12% | 47% | 35% | 82% | 4.1 | 0.88 | 7427 |
| Q25_06: I trust Army Civilians to perform their duties with discipline and to standard. | 3% | 7% | 10% | 14% | 47% | 29% | 76% | 3.9 | 0.98 | 7492 |
| AVERAGE | 2% | 4% | 6% | 11% | 47% | 36% | 83% | 4.1 | 0.86 | 7459 |

Expressions of trust in the various components varies from a high of 91% who “agree or strongly agree” they trust Soldiers in the Active Component to a low of 76% who “agree or strongly agree” they trust Army Civilians to perform their duties with discipline and to standard. Mutual trust and cohesive teamwork is the first principle of Mission Command and strengthening levels of trust among the components is a primary focus of education and training products supporting the FY 17/18 AA – OP theme, *One Army, Indivisible*.

Table 22. CASAP FY16, perceptions of trust between communities of practice

| Trust: PoA & ACC | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q25_02: Army Civilians trust Soldiers to perform their duties with discipline and to standard. | 1% | 4% | 5% | 13% | 48% | 34% | 82% | 4.1 | 0.85 | 7458 |
| Q25_01: Soldiers trust Army Civilians to perform their duties with discipline and to standard. | 3% | 10% | 13% | 17% | 44% | 26% | 70% | 3.8 | 1.03 | 7461 |
| AVERAGE | 2% | 7% | 9% | 15% | 46% | 30% | 76% | 3.9 | 0.94 | 7460 |

As indicated in table 22 above, there is an observable, but relatively small, difference (Cohen’s $d = 0.32$) between the perception that Army Civilians trust Soldiers (Item Q25_02, 82% “agree or strongly agree”), in contrast to the perception that Soldiers trust Army Civilians (Item Q25_01, 70% “agree or strongly agree”).

There is also a small difference (Item Q25_02, Cohen’s $d = -0.27$) in the response patterns between Soldiers and Army Civilians regarding the perception that “Army Civilians trust Soldiers to perform their duties...;” however, in regard to the perception that “Soldiers trust Army Civilians to perform their duties...” (Item Q25_01, Cohen’s $d = -0.12$) there is a negligible difference, with Army Civilians being more likely to “strongly agree” with the item.

Table 23. CASAP FY16, perceptions of membership in the Army Profession

| Membership in the Army Profession | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q13_02: Soldiers are members of the Army Profession. | 0% | 1% | 1% | 3% | 30% | 66% | 96% | 4.6 | 0.61 | 7487 |
| Q13_03: Army Civilians are members of the Army Profession. | 2% | 5% | 7% | 10% | 37% | 46% | 83% | 4.2 | 0.96 | 7487 |
| AVERAGE | 1% | 3% | 4% | 6% | 34% | 56% | 90% | 4.4 | 0.79 | 7487 |

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When comparing responses on Item Q13_02 and Item Q13_03, we note there is a medium difference (Cohen's $d = 0.50$) between the perception that "Soldiers are members of the Army Profession" (Item Q13_02, 96% "agree or strongly agree"), in contrast to the perception that "Army Civilians are members of the Army Profession" (Item Q13_03, 83% "agree or strongly agree").

Interestingly, both Soldiers and Army Civilians respond to these items in a similar manner. With respect to Item Q13_02, there is a negligible difference (as measured by Cohen's $d = -0.12$) between the response pattern of Soldiers (PoA) and Army Civilians (ACC). Regarding Item Q13_03, there is a small difference (figure 40, below; Cohen's $d = -0.44$) between response patterns for Army Civilians and Soldiers. Army Civilians are more likely to "agree or strongly agree" (94%) than Soldiers (80%) that Army Civilians are members of the Army Profession.

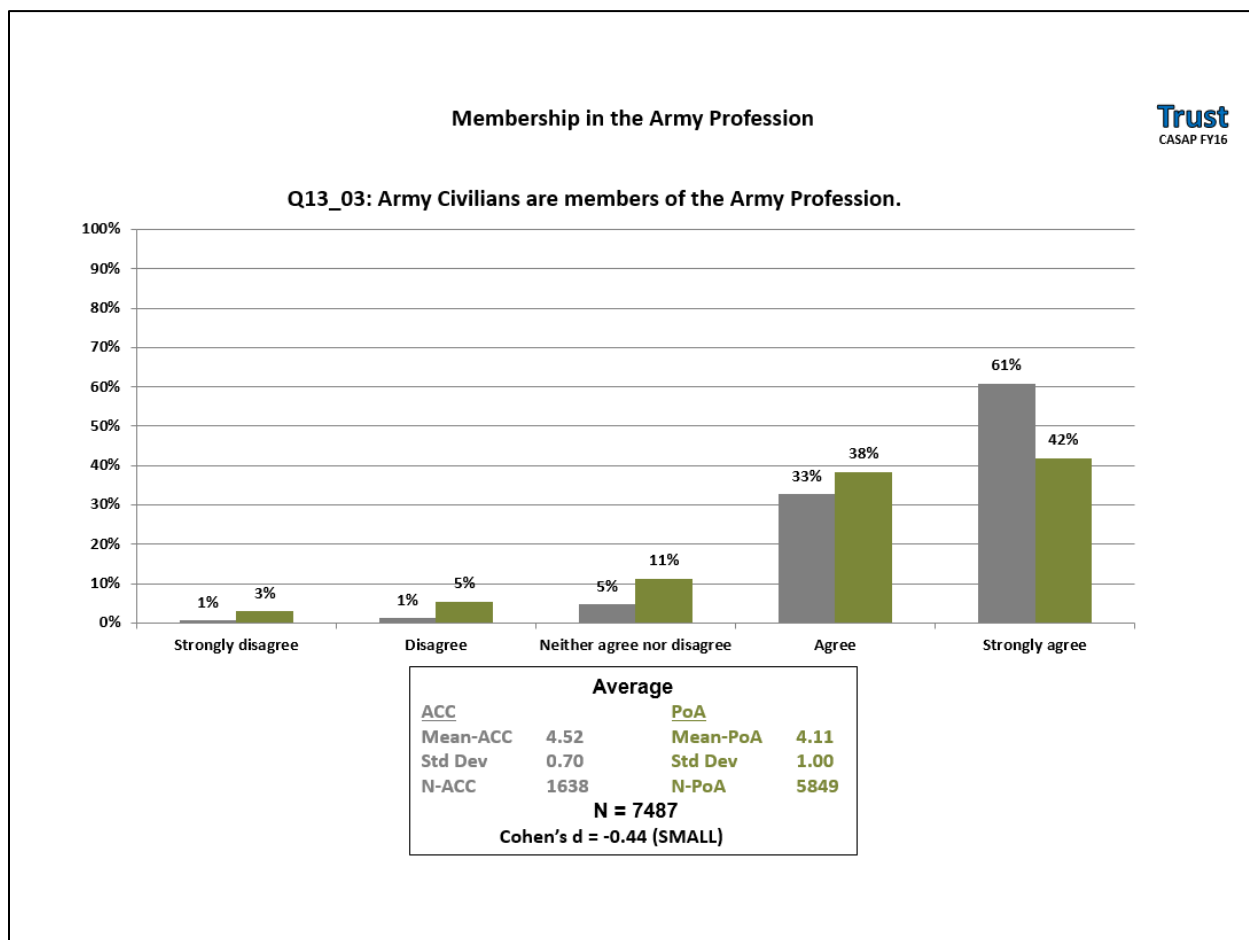


Figure 40. CASAP FY16, differences in perceptions of membership in the Army Profession

This graphic, figure 40, illustrates the nature of perceived differences regarding Army Civilian membership in the Army Profession. Army Civilians are more likely to "strongly agree" (61%) in contrast to Soldiers (42%). Training and education supporting FY17-18 AA – OP theme, *One Army, Indivisible*, will emphasize the essential role of the Army Civilian Corps in accomplishing the Army mission, which may serve to address this finding.

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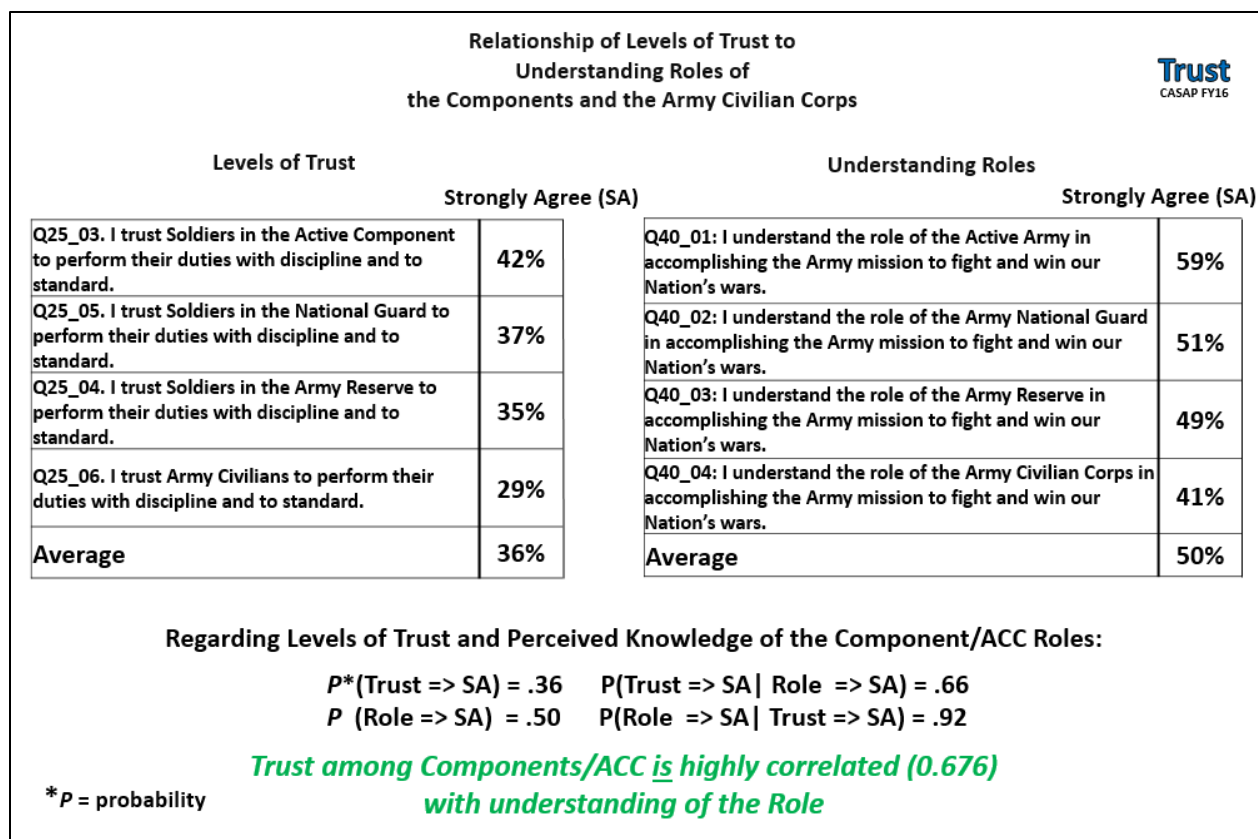


Figure 41. CASAP FY16, trust and understanding of roles of other components

As indicated above in figure 41, the percentage of respondents who “strongly agree” they trust Soldiers in various components and Army Civilians to perform their duties with discipline and to standard varies from a high of 42% for Soldiers of Active Component to a low of 29% for Army Civilians. In a parallel manner, the percentage of respondents who “strongly agree” they understand the role of the components and the Army Civilian Corps in accomplishing the Army mission, to fight and win our Nation’s wars, varies from a high of (59%) for the Active Component to a low of 41% for the Army Civilian Corps.

The inter-item correlation between perceptions of trust in Soldiers in various components and Army Civilians and perceived understanding of the role of the component or the Army Civilian Corps is high (correlation = 0.676). Importantly, while the proportion of respondents who “strongly agree” that they trust another component averages 36%, when respondents believe they understand the role of a component, the proportion who “strongly agree” they trust the component climbs to 66%.

Table 24. CASAP FY16, perceptions of understanding of roles

| Understanding the Roles | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q40_01: I understand the role of the Active Army in accomplishing the Army mission to fight and win our Nation's wars. | 0% | 0% | 1% | 3% | 38% | 59% | 97% | 4.6 | 0.58 | 7488 |
| Q40_03: I understand the role of the Army Reserve in accomplishing the Army mission to fight and win our Nation's wars. | 1% | 2% | 2% | 6% | 42% | 49% | 92% | 4.4 | 0.72 | 7432 |
| Q40_02: I understand the role of the Army National Guard in accomplishing the Army mission to fight and win our Nation's wars. | 1% | 2% | 3% | 6% | 40% | 51% | 91% | 4.4 | 0.74 | 7435 |
| Q40_04: I understand the role of the Army Civilian Corps in accomplishing the Army mission to fight and win our Nation's wars. | 1% | 3% | 5% | 9% | 45% | 41% | 86% | 4.2 | 0.84 | 7468 |
| AVERAGE | 1% | 2% | 2% | 6% | 41% | 50% | 91% | 4.4 | 0.72 | 7456 |

The distributions of the results on items addressing understanding of roles are displayed in table 24, above.

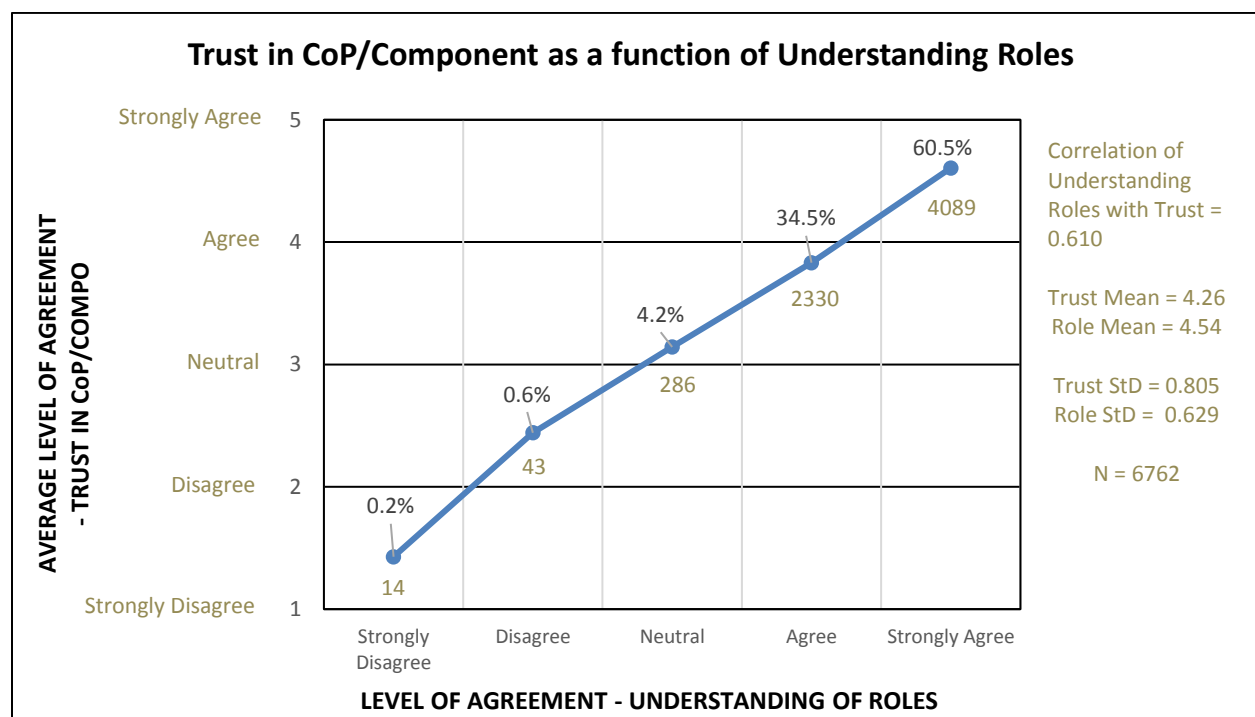


Figure 42. CASAP FY16, Level of trust based upon understanding of roles of other components

When respondents' perceptions on the trust and role items are "binned," the striking relationship between levels of trust and understanding of roles is clearly revealed (figure 42, above). The correlation between binned trust scores and binned role scores is 0.610. Thus, there is a linear improvement in trust as function of understanding of roles. For illustration, when binned role scores are "strongly disagree," the average of those respondents' trust score is 1.4 (on the five point Likert scale). However, when one's

binned role score is “strongly agree,” the average of the binned trust score is 4.6; indicating that levels of trust are influenced by perceptions of understanding of roles.

Based on these observations, training and education materials supporting the FY 17/18, AA – OP theme, *One Army, Indivisible* will include discussion of the essential role of each component and community of practice in accomplishing the Army mission. These materials are available on the CAPE website at <http://cape.army.mil>. Unit commanders and organization directors are encouraged to use these to support facilitated discussions of the important role that each component and community of practice plays in accomplishing the Army Mission.

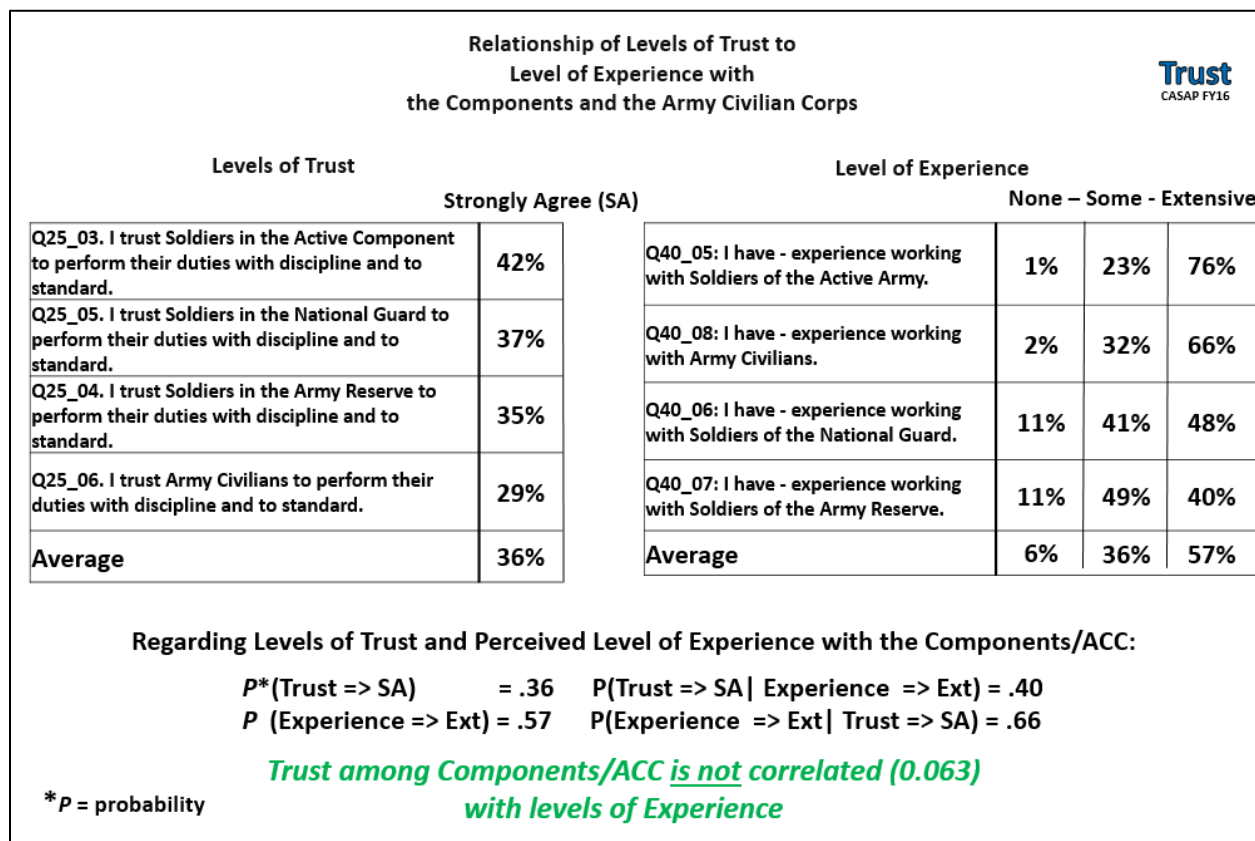


Figure 43. CASAP FY16, trust and level of experience with other components

Similarly, as indicated above in figure 43 and below in table 24, perceptions that a respondent has extensive experience working with a component is highest for the Active Component (76%) and lowest for the Army Civilian Corps (40%). The average level of strong agreement in trust is 36% and the percentage of respondents who report they have extensive experience working with Soldiers in various components or Army Civilians is 57%. However, there is little conditional relationship between trust and level of experience; correspondingly the inter-item correlation between trust and experience is essentially zero (0.063).

Table 25. CASAP FY16, perceptions of levels of experience

| Levels of Experience | No Experience | Some Experience | Extensive Experience | # |
|--|---------------|-----------------|----------------------|-------------|
| Q40_05: I have personal experience working with Soldiers of the Active Army. (No-Some-Ext Experience) | 1% | 23% | 76% | 7115 |
| Q40_08: I have personal experience working with Army Civilians. (No-Some-Ext Experience) | 2% | 32% | 66% | 7117 |
| Q40_06: I have personal experience working with Soldiers of the National Guard. (No-Some-Ext Experience) | 11% | 41% | 48% | 7070 |
| Q40_07: I have personal experience working with Soldiers of the Army Reserve. (No-Some-Ext Experience) | 11% | 49% | 40% | 7116 |
| AVERAGE | 6% | 36% | 57% | 7105 |

The distributions of results on items addressing levels of experience are displayed in table 25, above.

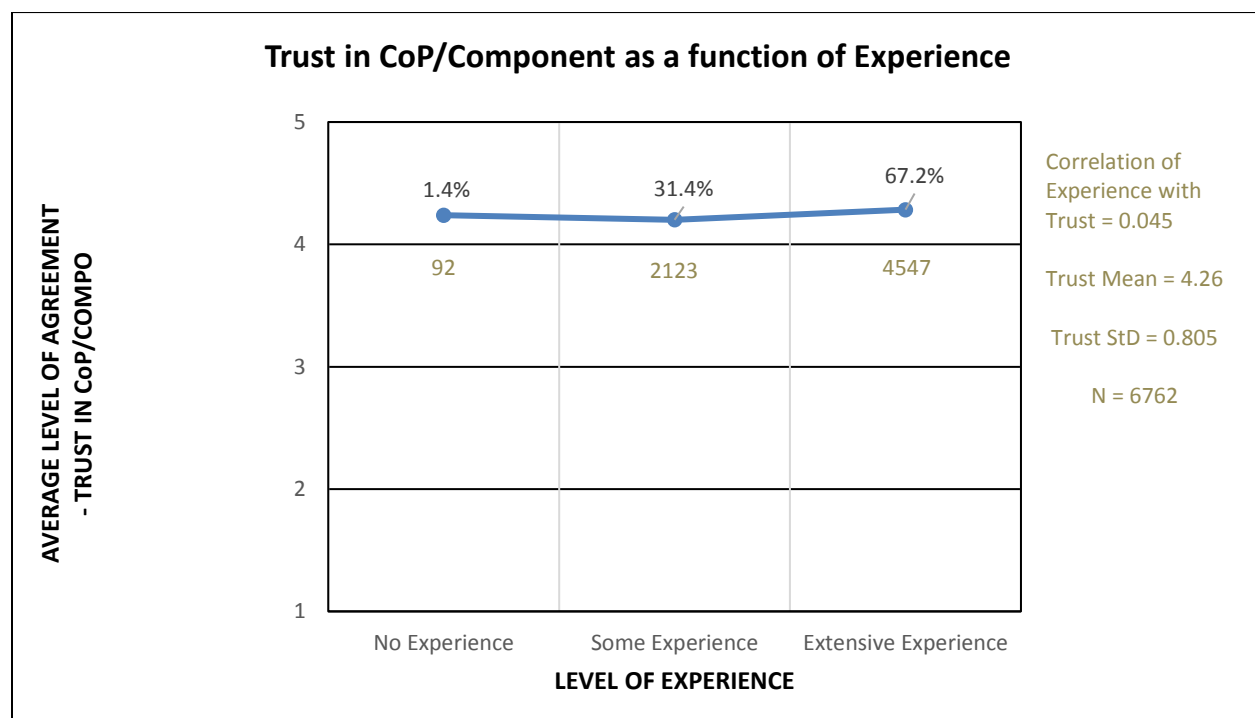


Figure 44. CASAP FY16, Level of trust based upon level of experience with other components

When respondents' perceptions on the trust and experience items are "binned," the negligible relationship between levels of trust and extent of experience is clearly revealed (figure 44, above). The correlation between binned trust scores and binned experience scores is 0.045. Thus, there is essentially no difference in levels of trust as function of extent of experience working with Soldiers in various components or with Army Civilians. For illustration, when binned experience scores are "No Experience," the average of those respondents' trust score is 4.24 (on the five point Likert scale). Similarly, when one's binned experience score is "Extensive," the average of the binned trust score is 4.28, indicating that levels of trust are not influenced by prior experience in working with members of other components or Army Civilians.

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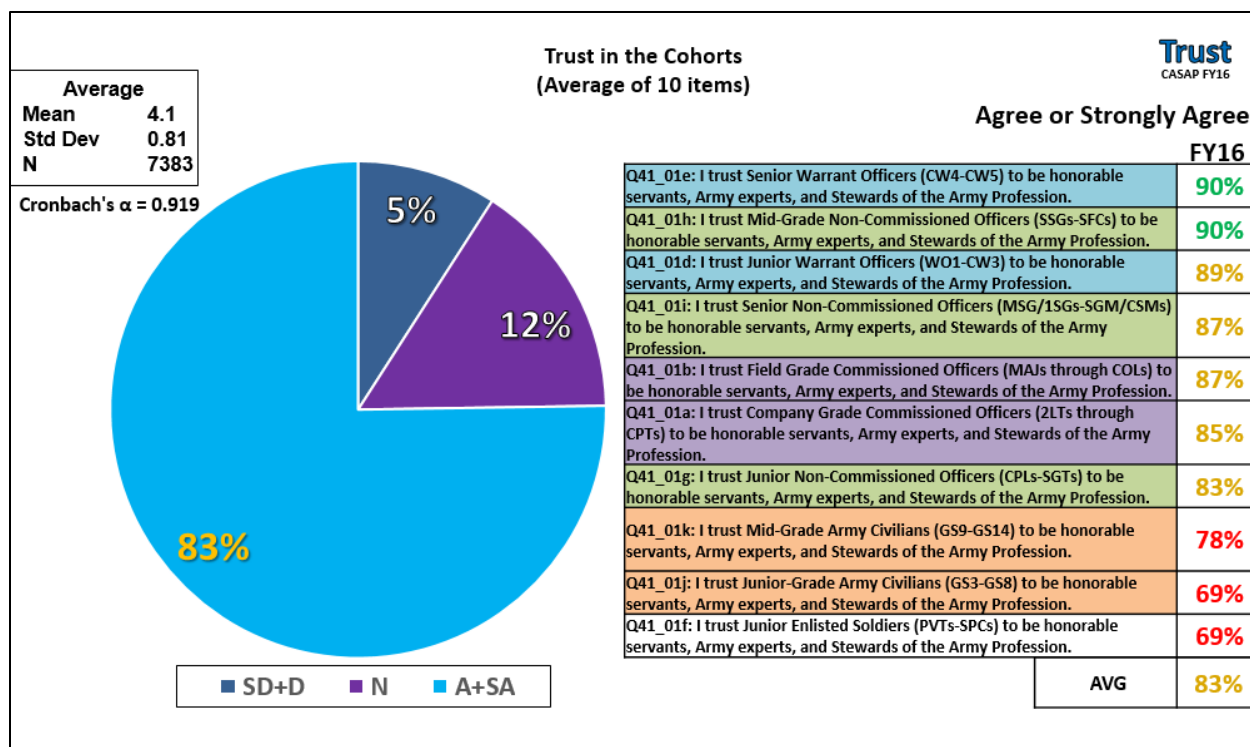


Figure 45. CASAP FY16, trust in the cohorts

For the first time, CASAP FY16 addressed trust among the cohorts. As indicated above in figure 45 and below in table 26, results varied from a high of 90% for agreement or strong agreement that “I trust Senior Warrant Officers (CW4-CW5) to be honorable servants, Army experts, and stewards of the Army Profession” (Q41_01e) and Mid-Grade Non-Commissioned Officers (SSGs-SFCs) (Item Q41_01h) to a low of 69% for Junior-Grade Army Civilians (GS3-GS8) (Item Q41_01j) and Junior Enlisted Soldiers (PVTs-SPCs) (Q41_01f). These items form a strong dimension as measured by Cronbach’s $\alpha = .919$ and the inter-item correlation is 0.532. The lower levels of trust in those cohorts with the least experience in the Army Profession is not surprising. It is possible that all levels of inter-cohort trust could be strengthened with dissemination of information regarding how each cohort is developed and certified through education, training, and experience to perform assigned duty.

Table 26. CASAP FY16, perceptions of trust in cohorts

| Trust: Cohorts | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q41_01e: I trust Senior Warrant Officers (CW4-CW5) to be honorable servants, Army experts, and Stewards of the Army Profession. | 1% | 1% | 2% | 8% | 42% | 49% | 90% | 4.4 | 0.74 | 7322 |
| Q41_01h: I trust Mid-Grade Non-Commissioned Officers (SSGs-SFCs) to be honorable servants, Army experts, and Stewards of the Army Profession. | 1% | 2% | 2% | 8% | 48% | 42% | 90% | 4.3 | 0.73 | 7421 |
| Q41_01d: I trust Junior Warrant Officers (WO1-CW3) to be honorable servants, Army experts, and Stewards of the Army Profession. | 0% | 2% | 2% | 9% | 52% | 37% | 89% | 4.2 | 0.72 | 7333 |
| Q41_01i: I trust Senior Non-Commissioned Officers (MSG/1SGs-SGM/CSMs) to be honorable servants, Army experts, and Stewards of the Army Profession. | 1% | 3% | 5% | 8% | 39% | 48% | 87% | 4.3 | 0.85 | 7419 |
| Q41_01b: I trust Field Grade Commissioned Officers (MAJs through COLs) to be honorable servants, Army experts, and Stewards of the Army Profession. | 1% | 4% | 5% | 8% | 45% | 42% | 87% | 4.2 | 0.83 | 7430 |
| Q41_01a: I trust Company Grade Commissioned Officers (2LTs through CPTs) to be honorable servants, Army experts, and Stewards of the Army Profession. | 1% | 4% | 4% | 10% | 54% | 31% | 85% | 4.1 | 0.78 | 7415 |
| Q41_01g: I trust Junior Non-Commissioned Officers (CPLs-SGTs) to be honorable servants, Army experts, and Stewards of the Army Profession. | 1% | 4% | 4% | 13% | 56% | 27% | 83% | 4.1 | 0.77 | 7406 |
| Q41_01k: I trust Mid-Grade Army Civilians (GS9-GS14) to be honorable servants, Army experts, and Stewards of the Army Profession. | 2% | 5% | 6% | 16% | 46% | 32% | 78% | 4.0 | 0.91 | 7375 |
| Q41_01j: I trust Junior-Grade Army Civilians (GS3-GS8) to be honorable servants, Army experts, and Stewards of the Army Profession. | 2% | 6% | 8% | 23% | 49% | 20% | 69% | 3.8 | 0.90 | 7322 |
| Q41_01f: I trust Junior Enlisted Soldiers (PVTs-SPCs) to be honorable servants, Army experts, and Stewards of the Army Profession. | 2% | 8% | 10% | 21% | 49% | 20% | 69% | 3.8 | 0.92 | 7389 |
| AVERAGE | 1% | 4% | 5% | 12% | 48% | 35% | 83% | 4.5 | 0.91 | 7374 |

Overall inter-cohort trust averages 83% “agree or strongly agree,” with a high of 90% for Senior Warrant Officers and Mid-Grade Noncommissioned Officers, and a low of 69% “agree or strongly agree” for Junior-Grade Army Civilians and Junior Enlisted Soldiers.

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Mutual Trust With Leaders, Peers, Subordinates, And Within the Unit/Organization

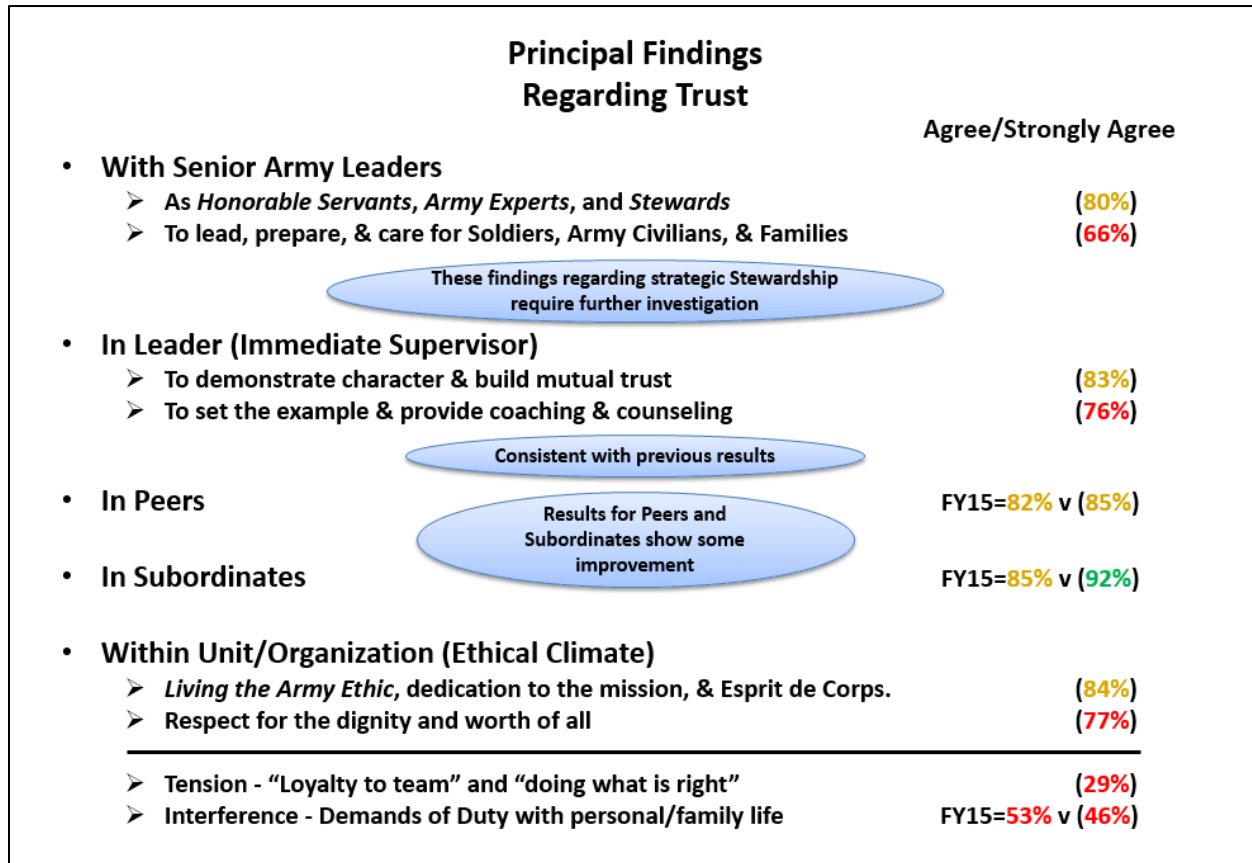


Figure 46. CASAP FY16, trust in leaders, peers, and subordinates, and the ethical climate

Trust within the Army Profession (internal trust) is defined as “reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic (ADRP 1, glossary). Mutual trust is a principal tenet of Mission Command (ADRP 6-0) and supports cohesive teamwork.

As such, as an essential element of analysis in assessing the *State of the Army Profession*, CASAP FY16 addressed internal trust: with Senior Army Leaders; with leaders, peers, and subordinates; and within the unit or organization. The summary of findings is displayed in figure 46, above.

Overall, 80% (average of Item Q41_O1c and Item Q41_O1l, figure 47, below) of Soldiers and Army Civilians “agree or strongly agree” that senior Army leaders conduct themselves as honorable servants, Army experts and stewards of the Army Profession. However, only 66% of respondents “agree or strongly agree”

that senior Army leaders are doing what is right to “lead, prepare, and care for Soldiers, Army Civilians, and Families” (average of Items Q39_15; Q39_16).

While these findings indicate a need to strengthen internal bonds of trust with senior Army leaders, there is an increase in expressed levels of trust in senior Army leaders in comparison from findings in the Army Profession Campaign (Trst 8, 5; see figure 47, below). These contrasts do not indicate a trend and may be due, in part, to rewording of the items.

Trust in one’s leader (immediate supervisor) and respondents’ perceptions that their leader demonstrates character, competence, and commitment (83% “agree or strongly agree,” average of replies on five Items) is illustrated in figure 48 and table 28. Trust in one’s leader (immediate supervisor) may also be measured based on the average of findings on twelve items where respondents agree or strongly agree that their leader demonstrates character and builds mutual trust (83% “agree or strongly agree,” see figures 50, 54) and sets the right example while providing coaching, counseling, and mentoring (average of respondents’ agreement or strong agreement on ten items is 76%, see figures 59, 61).

The imperative relationship between perceptions that the leader demonstrates character, competence, and commitment and trust in one’s leader (immediate supervisor) is further explored in figures 63 and 64. When trust fails, perceptions of a leader’s lack of character, competence, or commitment is discussed in association with figures 65 and 66. These findings are consistent since they were first measured beginning in APC Survey II, FY 12.

Trust in peers is measured on a dimension of ten items with an average of 85% of respondents “agreeing or strongly agreeing” that their peers demonstrate character, competence, and commitment in performance of their duties (see figures 67 and 69). This result is slightly improved in contrast with findings in CASAP FY15, where 82% of respondents “agreed or strongly agreed” with similar items on that survey.

Trust in subordinates is improved over findings from CASAP FY15 (92% versus 85%, see figures 70 and 73). Overall, this difference is considered to be small (Cohen’s $d = 0.46$); it is nonetheless in a positive direction.

Trust within the unit or organization and indicators of an ethical climate are measured using a variety of items as shown in figures 74, 79, 81, and 83. On average, 84% of respondents “agree or strongly agree” they perceive their unit or organization to live by the Army Ethic, to be dedicated to the mission, and to demonstrate esprit de corps. Perceptions that the unit or organization demonstrates “respect for the dignity and worth of all” averages 84%, “agree or strongly agree” (Item Q39_06, figure 81, below).

Approximately 3 in 10 respondents (29%) “agreed or strongly” agreed that in their present unit or organization they experience tension between expectations to be “loyal to the team” at the expense of “doing what is right” (Item Q10_05, figure 84). This findings is an apparent improvement over findings from CASAP FY15, but may be attributable to the rewording of the item to focus on present assignment in contrast to any prior assignment.

Perceptions that “demands of duty” interfere with “personal/family life” are improved on CASAP FY16 (46% agree or strongly agree they experience this interference) in contrast to CASAP FY15 (56% reported they agreed or strongly agreed they felt such interference, Item Q34_11, figure 85).

Trust with Senior Army Leaders:

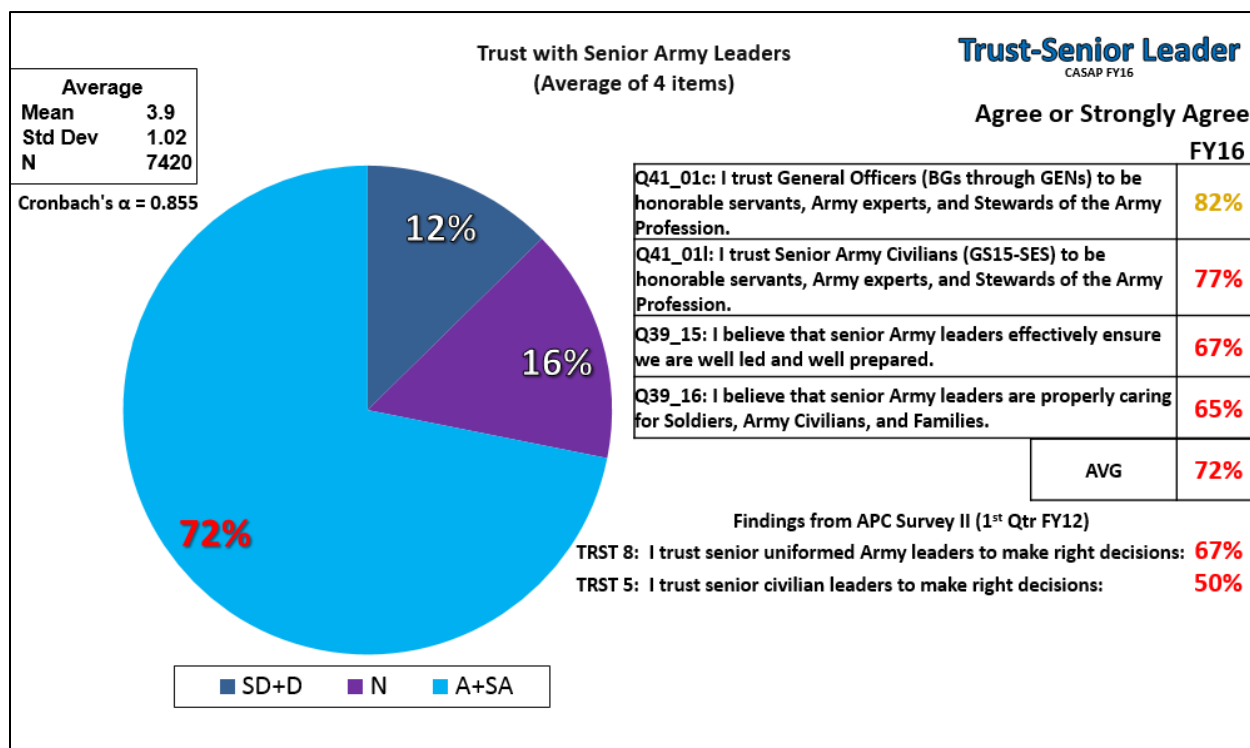


Figure 47. CASAP FY16, trust in senior Army leaders

Overall, these findings are improved from those in the Army Profession Campaign Survey II (Trst 8; Trst 5; figure 47, above). However, differences may also be a function of changes in the wording of the items. Nevertheless, results indicate a continuing need to better understand the underlying causes and remedies. The responses may be due, in part, to Soldiers and Army Civilians being unaware of the factors influencing senior Army leaders' decisions and actions (e.g., priorities, policies, regulations, programs, etc.). If so, an effort to communicate the rationale for policy and programs affecting the Force may help to strengthen bonds of trust between senior Army leaders and the members of the Army Profession.

Table 27. CASAP FY16, trust in senior Army leaders

| Trust with Senior Army Leaders | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|------------|------------|------------|------------|------------|------------|-------------|-------------|
| Q41_01c: I trust General Officers (BGs through GENs) to be honorable servants, Army experts, and Stewards of the Army Profession. | 5% | 2% | 7% | 11% | 38% | 44% | 82% | 4.2 | 0.94 | 7379 |
| Q41_01l: I trust Senior Army Civilians (GS15-SES) to be honorable servants, Army experts, and Stewards of the Army Profession. | 5% | 3% | 7% | 16% | 40% | 37% | 77% | 4.0 | 0.98 | 7281 |
| Q39_15: I believe that senior Army leaders effectively ensure we are well led and well prepared. | 5% | 11% | 15% | 18% | 43% | 24% | 67% | 3.71 | 1.09 | 7510 |
| Q39_16: I believe that senior Army leaders are properly caring for Soldiers, Army Civilians, and Families. | 5% | 12% | 17% | 19% | 43% | 22% | 65% | 3.66 | 1.09 | 7508 |
| AVERAGE | 5% | 7% | 12% | 16% | 41% | 32% | 72% | 3.9 | 1.02 | 7420 |

Mutual trust between leader and subordinate is necessary to build cohesive teamwork -- the first principle of mission command. Perceptions of trust in one's leader (immediate supervisor) are unchanged between CASAP FY16 and CASAP FY15 (figure 48, below).

Trust in Leader (Immediate Supervisor):

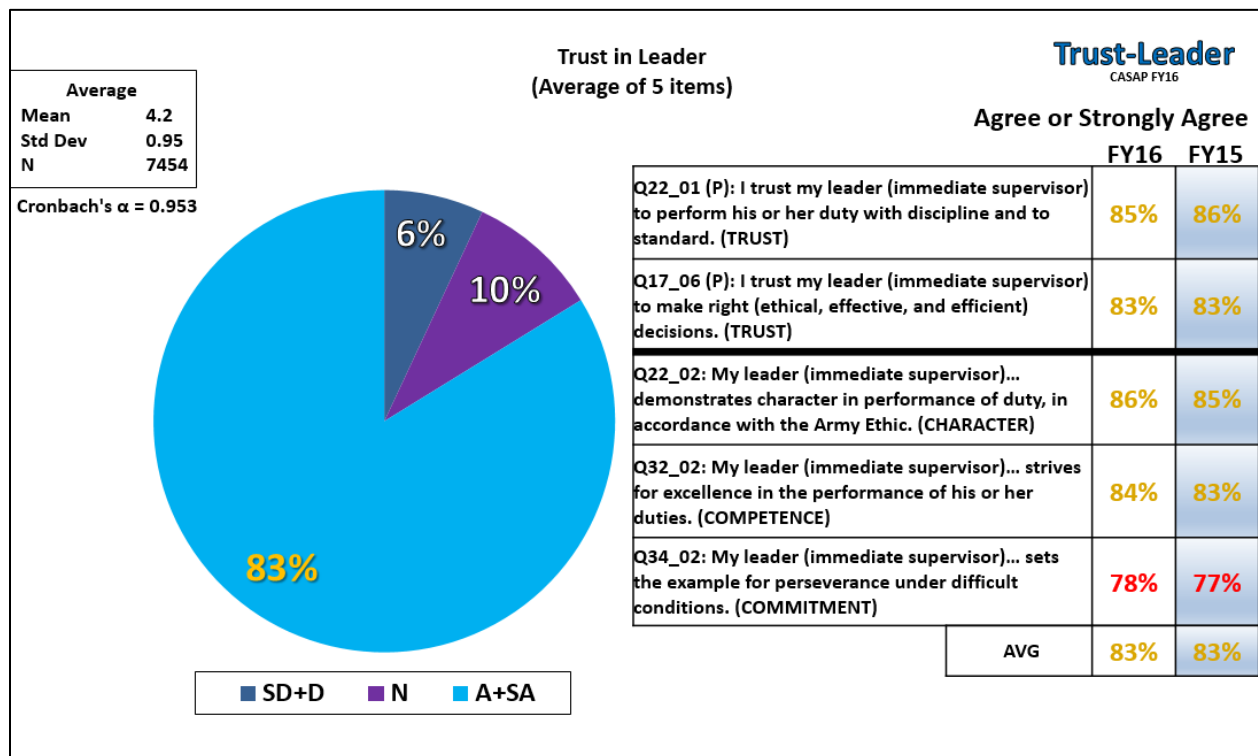


Figure 48. CASAP FY16, trust in leader

The items on this dimension are highly correlated and interdependent (Cronbach's $\alpha = 0.953$, table 28). In the opinion of respondents, trust depends on consistent demonstration of character, competence, and commitment (this doctrinal precept is also addressed at figures 63 - 66). When any of these fail, trust is compromised. Each of the Army Profession certification criteria must be simultaneously demonstrated in decisions and actions. This goal must be realized through leader development (education, training, and operational experience), strengthening our shared identity as *Trusted Army Professionals*.

Table 28. CASAP FY16, trust in leader

| Trust in Leader | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q22_01 (P): I trust my leader (immediate supervisor) to perform his or her duty with discipline and to standard. (TRUST) | 2% | 4% | 6% | 8% | 35% | 50% | 85% | 4.4 | 0.69 | 7465 |
| Q17_06 (P): I trust my leader (immediate supervisor) to make right (ethical, effective, and efficient) decisions. (TRUST) | 3% | 5% | 8% | 10% | 35% | 48% | 83% | 4.1 | 0.89 | 7477 |
| Q22_02: My leader (immediate supervisor)... demonstrates character in performance of duty, in accordance with the Army Ethic. (CHARACTER) | 2% | 4% | 6% | 8% | 34% | 52% | 86% | 4.0 | 1.05 | 7461 |
| Q32_02: My leader (immediate supervisor)... strives for excellence in the performance of his or her duties. (COMPETENCE) | 2% | 3% | 5% | 11% | 34% | 50% | 84% | 4.5 | 0.61 | 7471 |
| Q34_02: My leader (immediate supervisor)... sets the example for perseverance under difficult conditions. (COMMITMENT) | 3% | 5% | 8% | 15% | 35% | 43% | 78% | 4.1 | 1.02 | 7397 |
| AVERAGE | 2% | 4% | 6% | 10% | 35% | 49% | 83% | 4.2 | 0.85 | 7454 |

As depicted in table 28, above, overall level of trust in one's leader averages 84% (Items Q22_01, Q17_06). Regarding the three Army Profession certification criteria: 86% of subordinates "agree or strongly agree" their leader (immediate supervisor) demonstrates character (Items Q22_02); 84% "agree or strongly agree" their leader strives for excellence (an indicator of competence; Item Q32_02); and 78% "agree or strongly agree" their leader sets the example for perseverance under difficult conditions (an indicator of commitment; Item Q34_02).

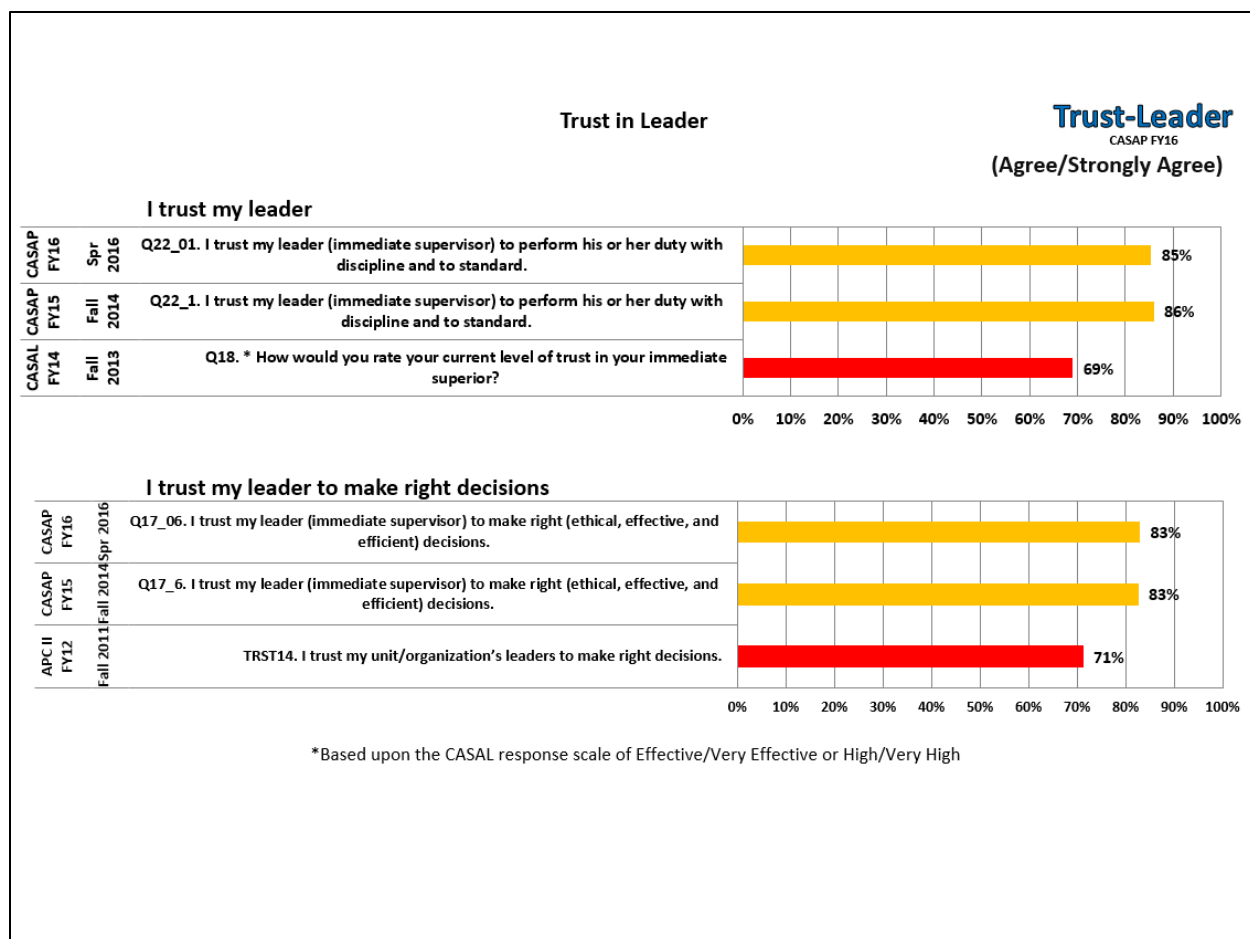


Figure 49. CASAP FY16, predecessor items, perceptions of leader trust

Responses on these items are stable over the past two iterations of CASAP FY16/15. The apparent positive increase in the response in contrast to the earlier surveys may be attributable to rewording of the items (figure 49).

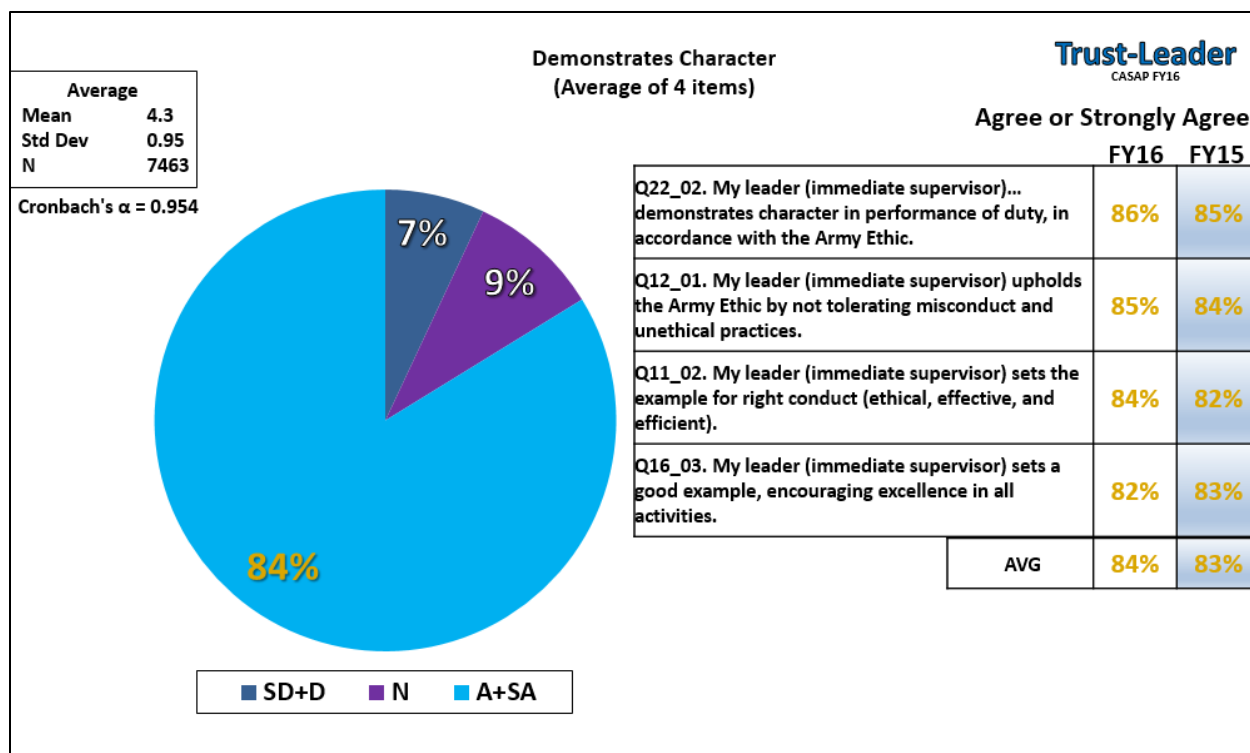


Figure 50. CASAP FY16, leader demonstrates character

Intrinsically, character is one's true nature including identity, sense of purpose, values, virtues, morals, and conscience. Character, in an operational sense, is an Army professional's dedication and adherence to the Army Ethic, including Army Values, as consistently and faithfully demonstrated in decisions and actions (ADRP 1, para 5-14). On average, 84% of Army professionals "agree or strongly agree" their leader (immediate supervisor) demonstrates character (figure 50, above). [Note: Item Q22_02 is also displayed in figure 48, above, where it is included in the "Trust in Leader" dimension.]

Table 29. CASAP FY16, leader demonstrates character

| Demonstrates Character | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q22_02: My leader (immediate supervisor)... demonstrates character in performance of duty, in accordance with the Army Ethic. | 2% | 4% | 6% | 8% | 34% | 52% | 86% | 4.3 | 0.92 | 7461 |
| Q12_01 (P): My leader (immediate supervisor)... upholds the Army Ethic by not tolerating misconduct and unethical practices. | 2% | 4% | 6% | 9% | 33% | 52% | 85% | 4.3 | 0.94 | 7446 |
| Q11_02: My leader (immediate supervisor)... sets the example for right conduct (ethical, effective, and efficient). | 2% | 5% | 7% | 9% | 34% | 50% | 84% | 4.2 | 0.96 | 7473 |
| Q16_03 (P): My leader (immediate supervisor)... sets a good example, encouraging excellence in all activities. | 2% | 5% | 8% | 10% | 33% | 49% | 82% | 4.2 | 0.98 | 7473 |
| AVERAGE | 2% | 4% | 7% | 9% | 34% | 51% | 84% | 4.3 | 0.95 | 7463 |

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Findings on this dimension (figure 50 and table 29) suggest the need for increased emphasis on the need for all Army leaders to demonstrate character in decisions and actions – to live by and uphold the Army Ethic. Based on CASAP FY16 findings, doing so will strengthen bonds of trust between leaders and their followers (e.g., figure 64). Efforts to inspire and motivate Army leaders to: perform duty with discipline and to standard; address misconduct; set the right example; and strive for excellence require continuing emphasis in all aspects of Army leader development (education, training, and operational experience).

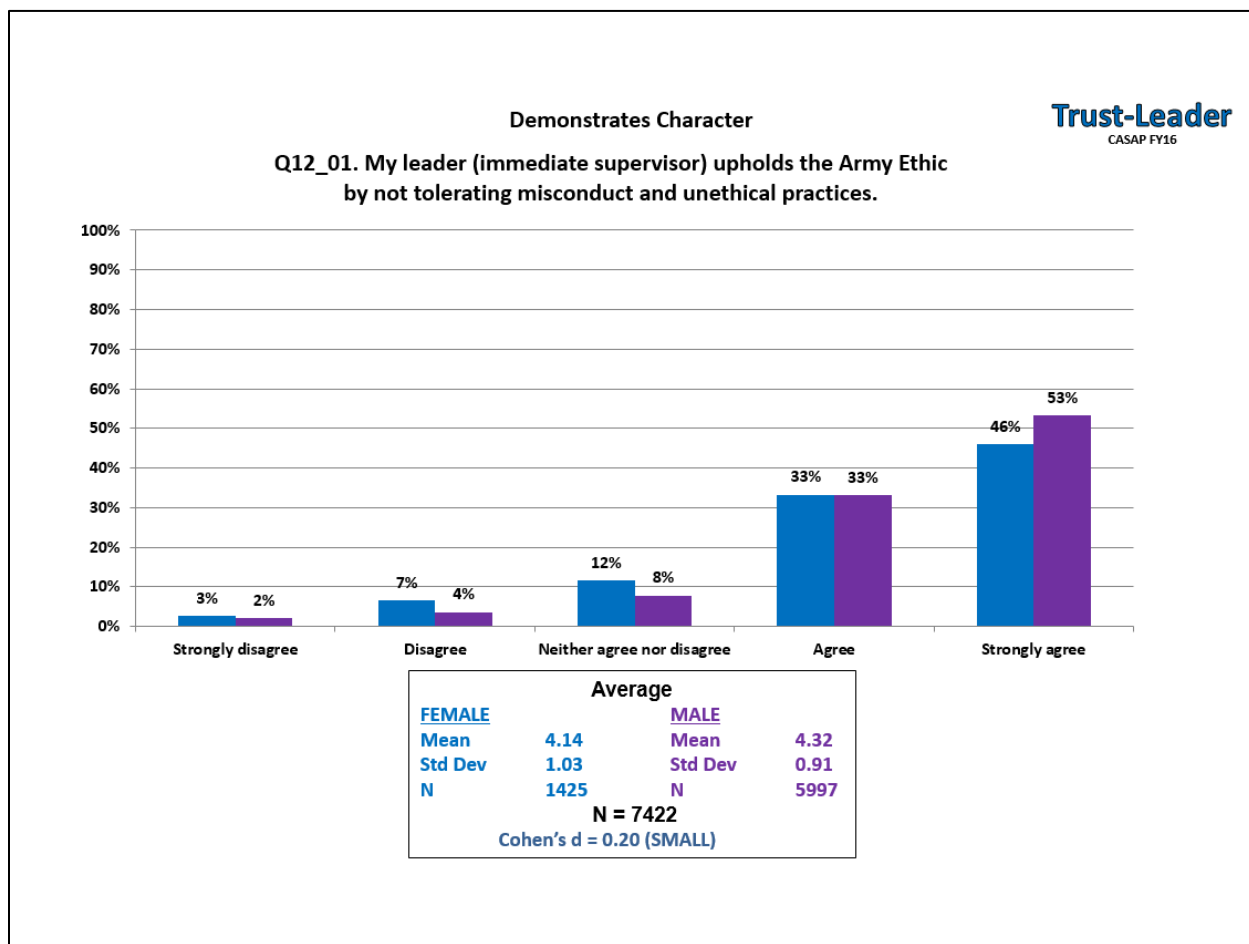


Figure 51. CASAP FY16, differences in perceptions of leader upholding the Army Ethic

Men's and women's perceptions that their leaders are upholding the Army Ethic are similar. This finding is an indicator that leaders are demonstrating non-toleration of misconduct in a manner that is irrespective of the gender of their subordinates (figure 51).

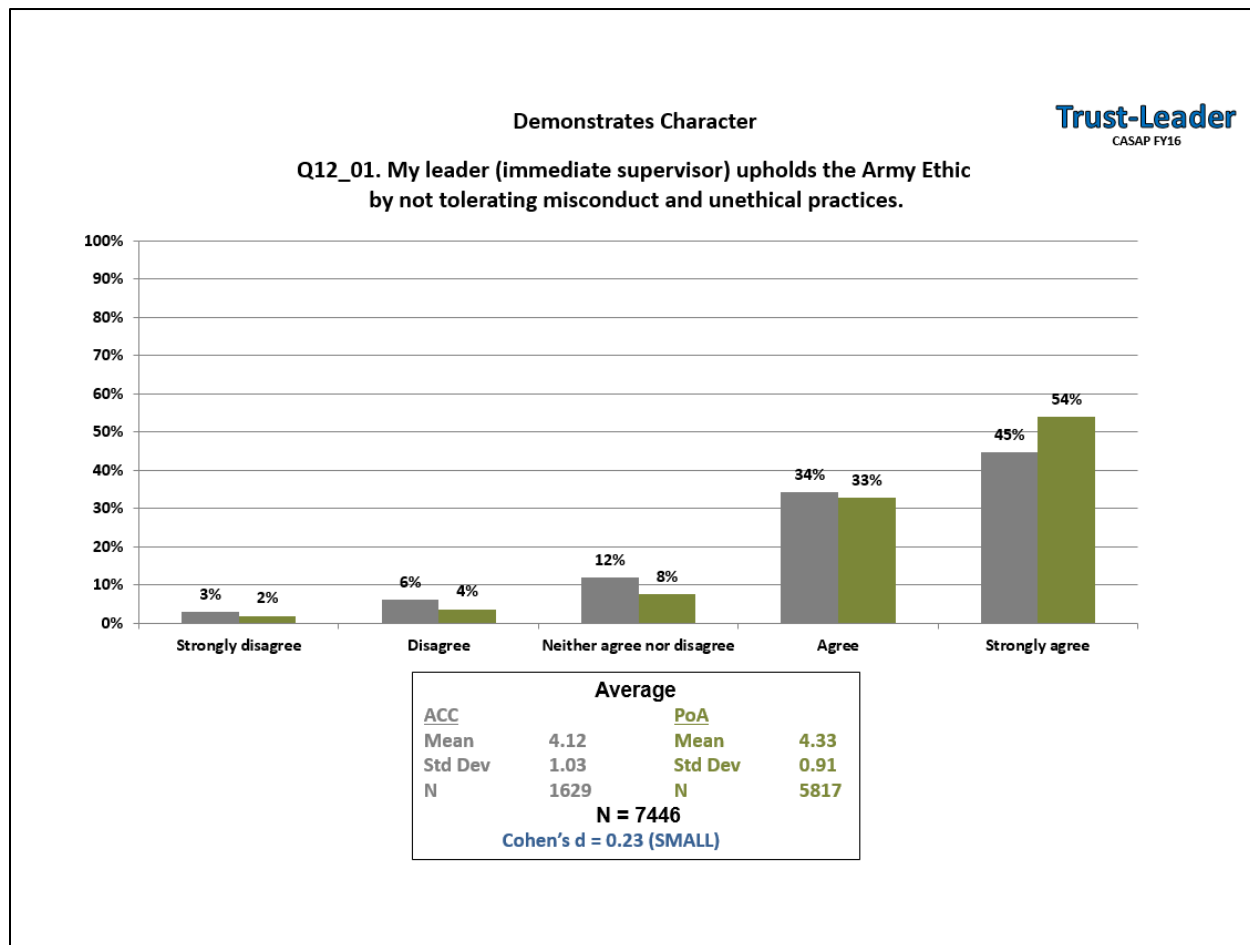


Figure 52. CASAP FY16, differences in perceptions of leader upholding the Army Ethic

Soldiers and Army Civilians respond to this item in a similar manner. This suggests that leaders in both the PoA and the ACC are perceived as demonstrating non-tolerance of misconduct in a manner that is not influenced by the CoP (figure 52).

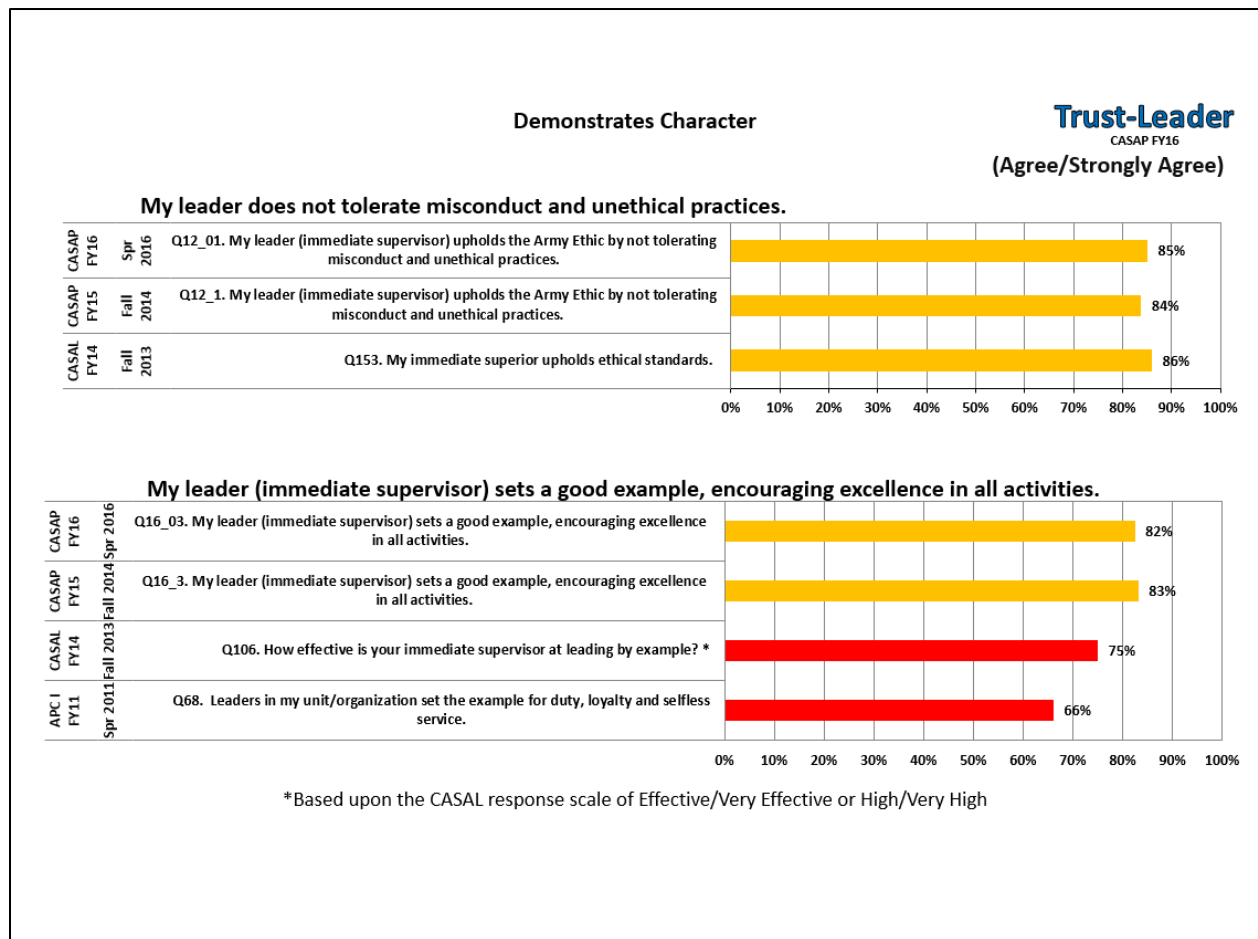


Figure 53. CASAP FY16, predecessor items, perceptions of leader upholding the Army Ethic

The finding for CASAP FY16 on Item Q16_03 is essentially unchanged from CASAP FY15. The apparent, positive increase in percentages from the earlier CASAL FY14 and APC Survey I may be due to differences in the response scale on CASAL and rewording of the item from APC Survey I. Findings regarding non-tolerance (Item Q12_01) are essentially unchanged (figure 53).

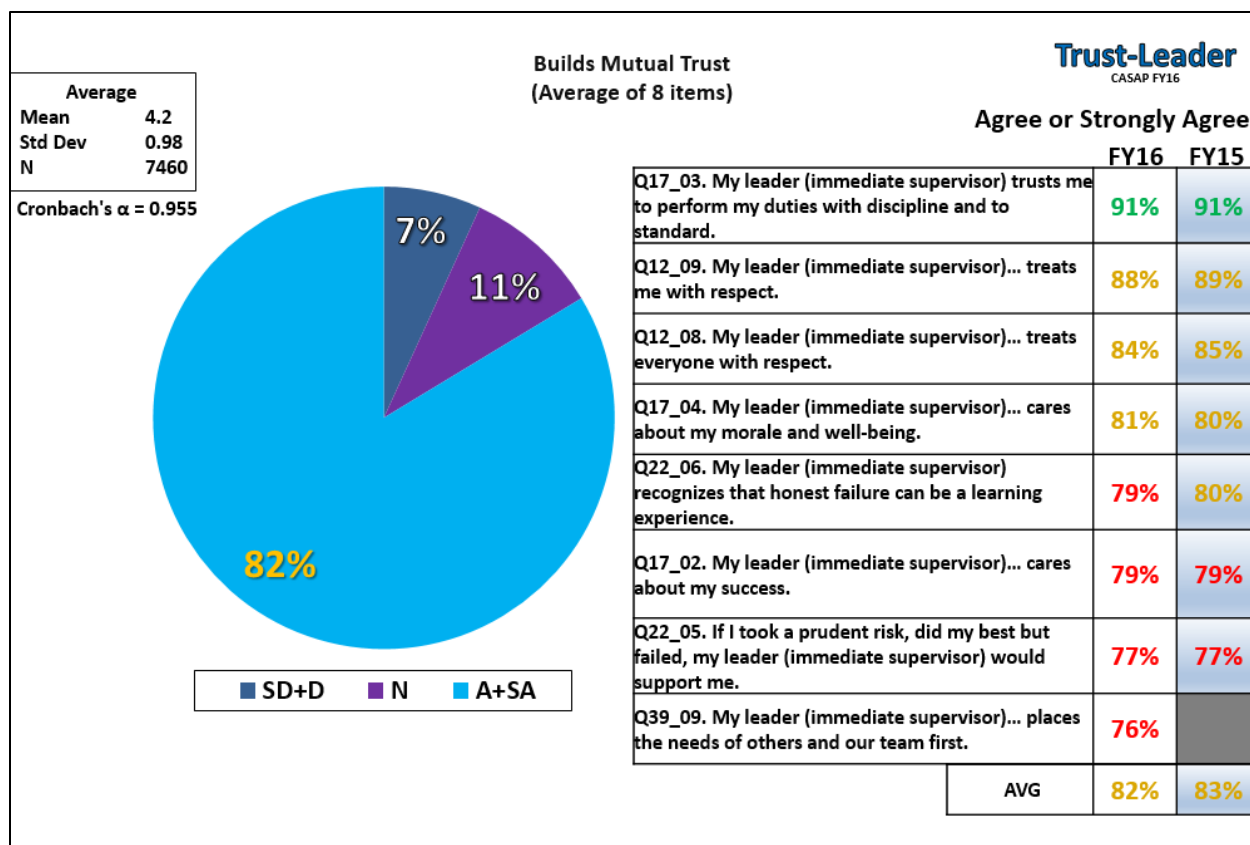


Figure 54. CASAP FY16, leader builds mutual trust

Building cohesive teams through mutual trust is the first principle of mission command (ADP 6-0, para 7). Leaders must seek to establish a positive unit or organizational climate that facilitates team building; encourages initiative; and fosters collaboration, dialogue, and shared understanding. Findings on this dimension of eight items (Cronbach's $\alpha = 0.955$) are consistent with those from CASAP FY15 and indicate a continuing need to focus on and strengthen mutual trust between leaders and their subordinates (figure 54).

Table 30. CASAP FY16, leader builds mutual trust

| Builds Mutual Trust | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| Q17_03 (P): My leader (immediate supervisor)... trusts me to perform my duties with discipline and to standard. | 1% | 3% | 4% | 5% | 31% | 60% | 91% | 4.5 | 0.82 | 7476 |
| Q12_09: My leader (immediate supervisor)... treats me with respect. | 2% | 3% | 5% | 7% | 32% | 56% | 88% | 4.4 | 0.88 | 7472 |
| Q12_08 (P): My leader (immediate supervisor)... treats everyone with respect. | 2% | 5% | 8% | 8% | 33% | 51% | 84% | 4.3 | 0.98 | 7471 |
| Q17_04 (P): My leader (immediate supervisor)... cares about my morale and well-being. | 3% | 5% | 8% | 11% | 34% | 47% | 81% | 4.2 | 1.01 | 7472 |
| Q22_06 (P): My leader (immediate supervisor)... recognizes that honest failure can be a learning experience. | 3% | 4% | 7% | 14% | 37% | 42% | 79% | 4.1 | 0.98 | 7445 |
| Q17_02 (P): My leader (immediate supervisor)... cares about my success. | 3% | 5% | 9% | 13% | 32% | 47% | 79% | 4.1 | 1.04 | 7456 |
| Q22_05 (P): If I took a prudent risk, did my best but failed, my leader (immediate supervisor) would support me. | 3% | 6% | 9% | 13% | 37% | 41% | 77% | 4.1 | 1.04 | 7436 |
| Q39_09: My leader (immediate supervisor)... places the needs of others and our team first. | 3% | 6% | 9% | 15% | 34% | 42% | 76% | 4.0 | 1.05 | 7448 |
| AVERAGE | 3% | 5% | 7% | 11% | 34% | 48% | 82% | 4.2 | 0.98 | 7460 |

It is interesting that 91% of respondents “agree or strongly agree” that their leader trusts them (Item Q17_03); yet they are less likely to believe their leader cares about their morale and well-being (81% “agree or strongly agree,” Item Q17_04) and 79% “agree or strongly agree” their leader recognizes that honest failure can be a learning experience (Item Q22_06).

Even fewer (77%) “agree or strongly agree” that their leader would support them in the presence of an honest failure (Item Q22_05). Yet, accepting prudent risk is a principle of mission command and accepting risk connotes the possibility of failure (ADP 6-0, para 7; ADRP 1, para 2-19).

The finding that 76% “agree or strongly agree” that their leader “places the needs of others and the team first” (Item Q39_09) suggests that the Army Profession, in the leader development process, must increase emphasis on inspiring and motivating leaders to demonstrate honorable service before self and accomplish the mission as a team (ADRP 1, para 2-20).

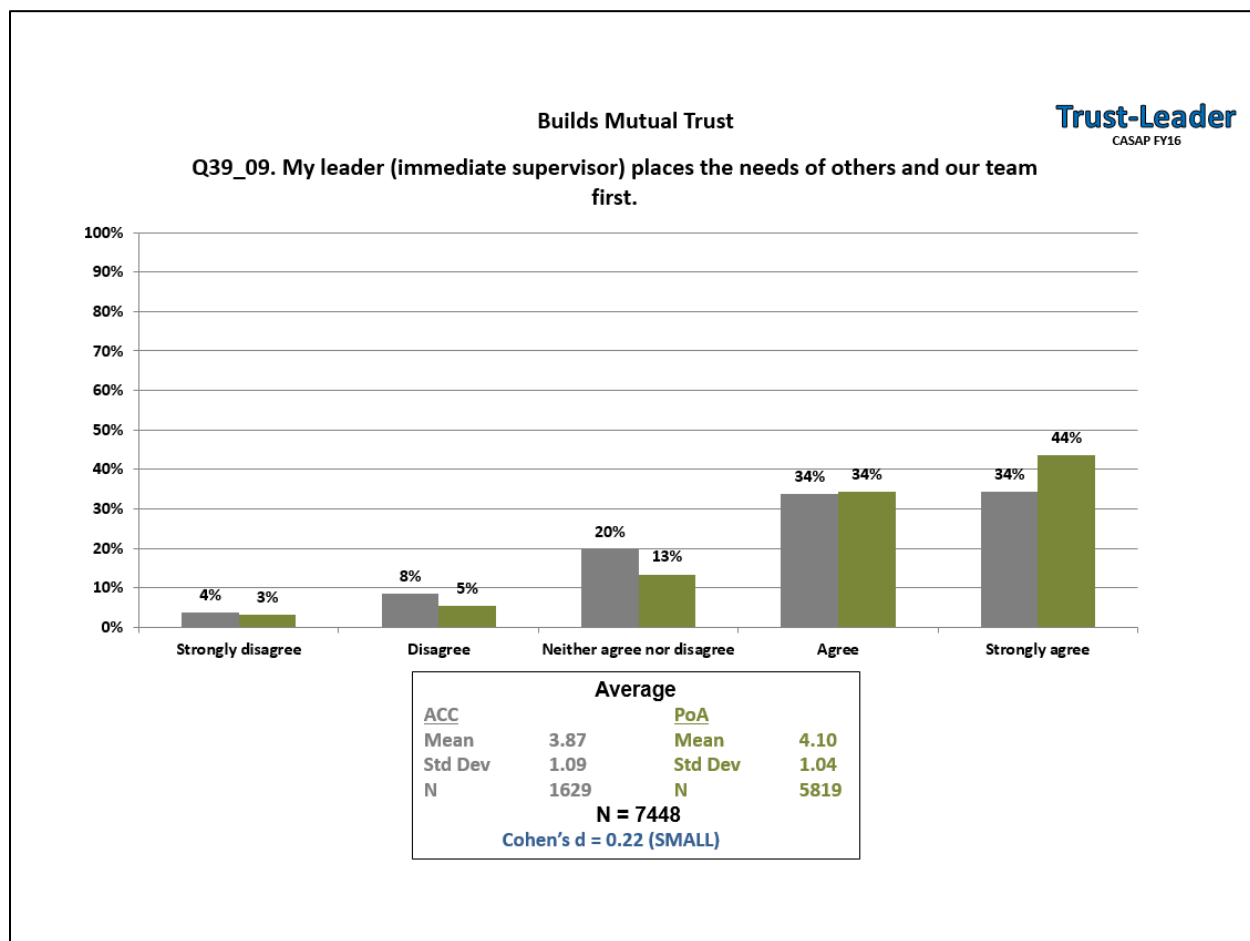


Figure 55. CASAP FY16, differences in leader builds mutual trust

Soldiers and Army Civilians respond to this item (Q39_09) in a similar manner. Army Civilians are less likely to “strongly agree” and more likely to be “neutral” than are Soldiers (figure 55).

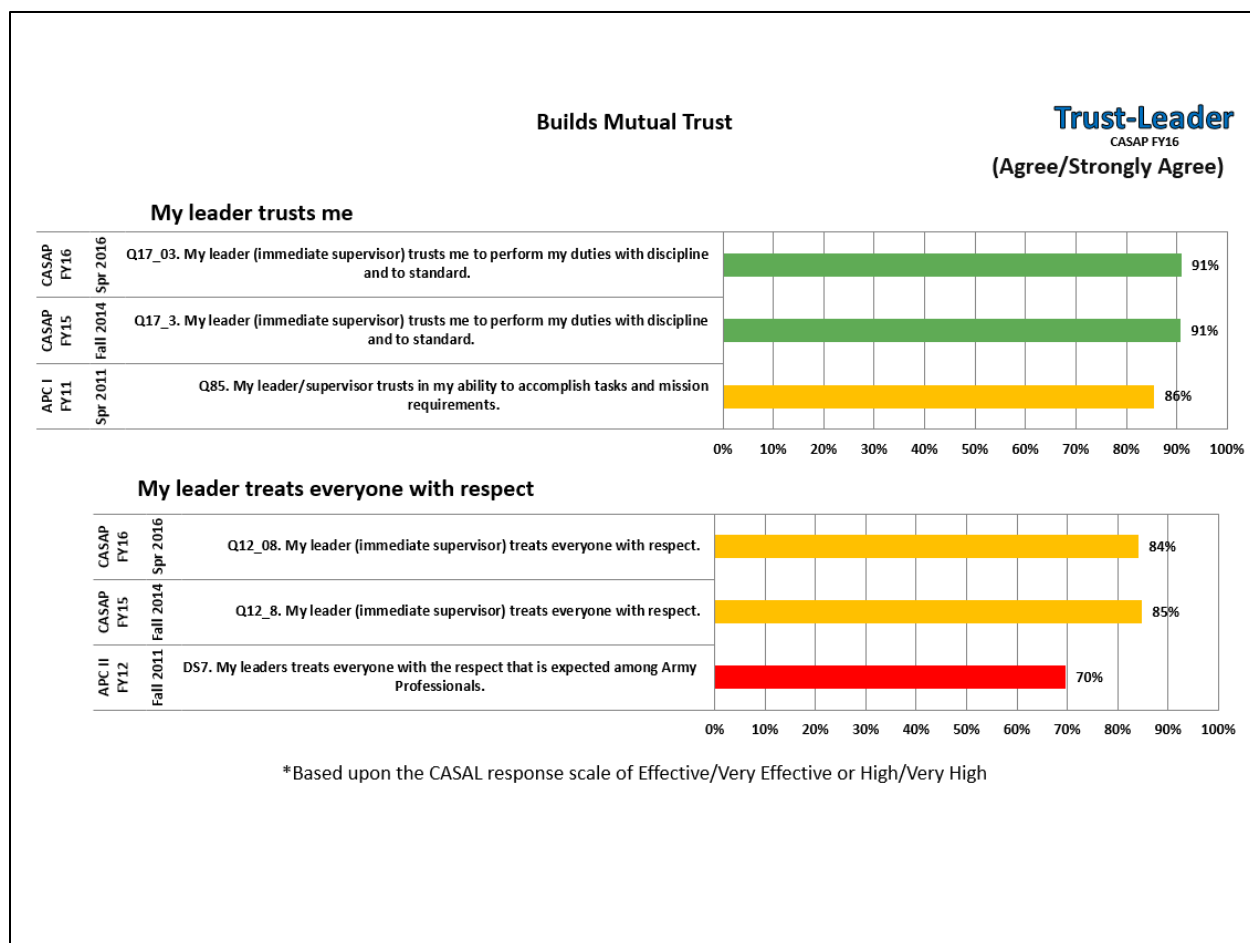


Figure 56. CASAP FY16, predecessor items, leader trusts and treats all with respect

Results on these items (figure 56) are similar over the past two years. The apparent increase from the earlier finding in the APC Survey II, while positive, may be due to rewording of the item.

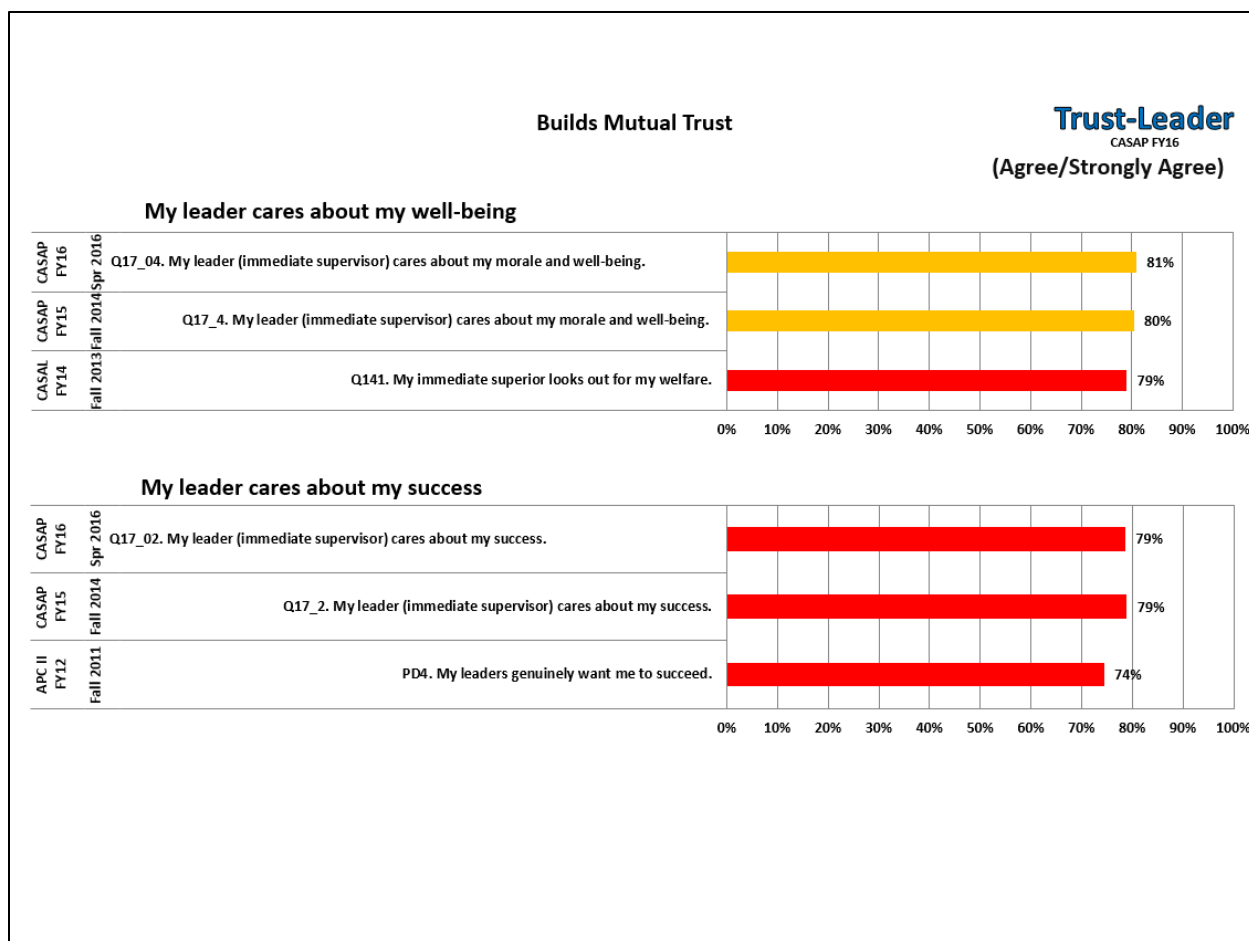


Figure 57. CASAP FY16, predecessor items, leader cares about my well-being and success

Findings on these items are stable and require continued emphasis to improve the proportion of respondents who perceive that their leader cares about their morale, well-being, and their success (figure 57). While the leader is ultimately responsible for what the unit or organization does or fails to do, the mission is accomplished as a team and all are expected to contribute their best effort (ADRP 1, para 2-27). Mutual trust and cohesion depend on caring leadership (ADP 6-0, para 9).



Figure 58. CASAP FY16, predecessor items, leader supports prudent risk and honest failure

The findings over the past two years are stable (figure 58). The increase in percentages between APC Survey II and CASAP FY15 and CASAP FY16 is a positive result, yet there is still room for improvement. The philosophy and doctrine of mission command require taking prudent risk and exercising disciplined initiative. These principles connote the possibility of setback or failure to achieve the desired outcome. Leaders and followers must understand this reality and be prepared for adversity and learn from mistakes in order to develop and overcome future challenges in conduct of the mission and performance of duty.

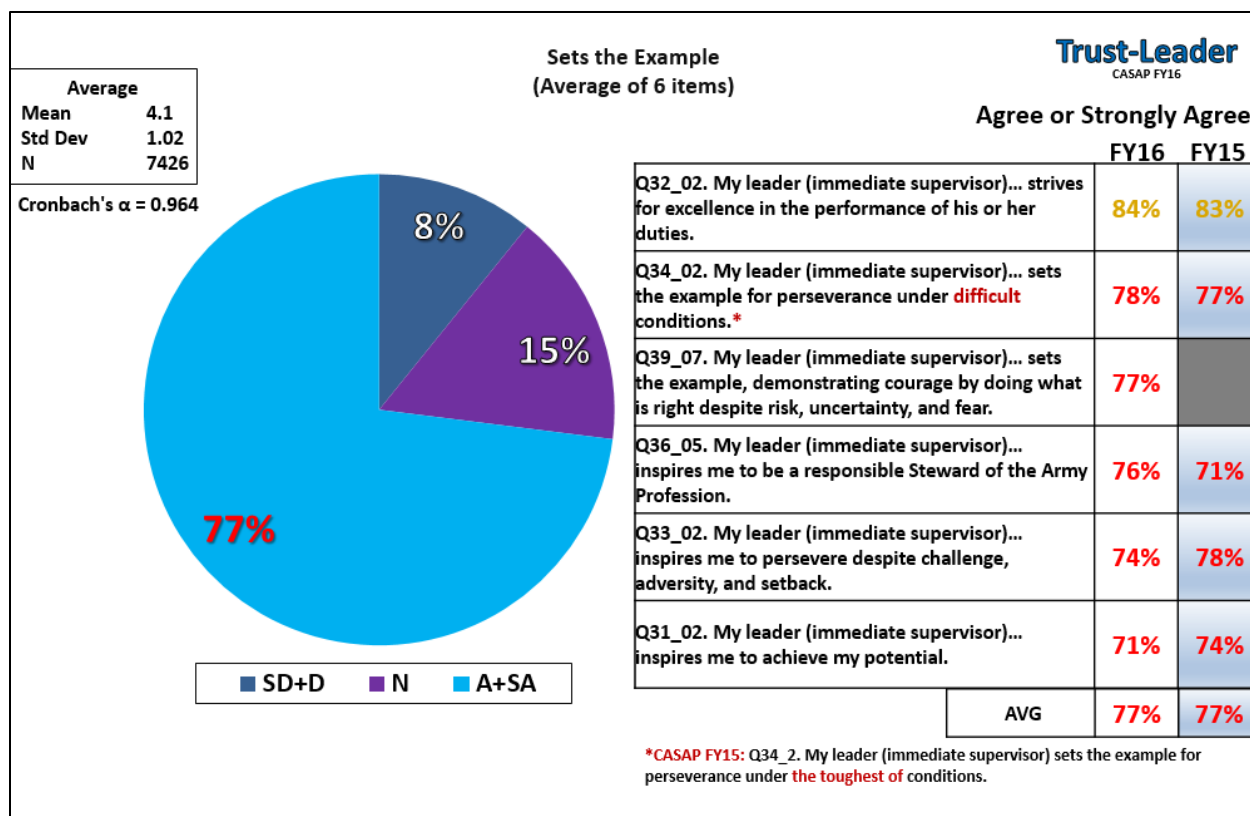


Figure 59. CASAP FY16, leader sets the example

Regarding perceptions that one's leader (immediate supervisor) sets the example (six items, figure 59), results are unchanged between CASAP FY16 and CASAP FY15. A relative strength is the perception that one's leader strives for excellence (Item Q32_02; 84% "agree or strongly agree"). However, perceptions that the leader is a source of inspiration to achieve potential is lower (Item Q31_02; 71% "agree or strongly agree"). This represents an observable decrease in contrast to findings from CASAP FY15 (74%), but this difference is considered negligible (as measured by Cohen's $d = 0.01$). [Note: Items Q32_02, Q34_04, are also included in figure 48, where they are included Trust in Leader dimension.]

Table 31. CASAP FY16, leader sets the example

| Sets the Example | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q32_02: My leader (immediate supervisor)... strives for excellence in the performance of his or her duties. | 2% | 3% | 5% | 11% | 34% | 50% | 84% | 4.3 | 0.91 | 7471 |
| Q34_02: My leader (immediate supervisor)... sets the example for perseverance under difficult conditions. | 3% | 5% | 8% | 15% | 35% | 43% | 78% | 4.1 | 1.00 | 7397 |
| Q39_07: My leader (immediate supervisor)... sets the example, demonstrating courage by doing what is right despite risk, uncertainty, and fear. | 3% | 5% | 9% | 15% | 34% | 43% | 77% | 4.1 | 1.04 | 7374 |
| Q36_05: My leader (immediate supervisor)... inspires me to be a responsible Steward of the Army Profession. | 3% | 5% | 8% | 16% | 33% | 43% | 76% | 4.1 | 1.02 | 7428 |
| Q33_02: My leader (immediate supervisor)... inspires me to persevere despite challenge, adversity, and setback. | 3% | 6% | 9% | 17% | 33% | 41% | 74% | 4.0 | 1.05 | 7441 |
| Q31_02: My leader (immediate supervisor)... inspires me to achieve my potential. | 4% | 8% | 11% | 17% | 32% | 39% | 71% | 4.0 | 1.09 | 7442 |
| AVERAGE | 3% | 5% | 8% | 15% | 33% | 43% | 77% | 4.1 | 1.02 | 7426 |

The most positive finding on this dimension of leadership (six Items “Sets the Example”) is in the perception that the leader strives for excellence (Item Q32_02, 84% “agree or strongly agree”). The weakest result is for Item Q31_02 (71% “agree or strongly agree”) regarding the leader as a source of inspiration (table 31). This item is strongly correlated with findings for Items Q28_02 and Q36_02 (see figure 61), regarding “coaching and counseling” (inter-item correlation = 0.856).

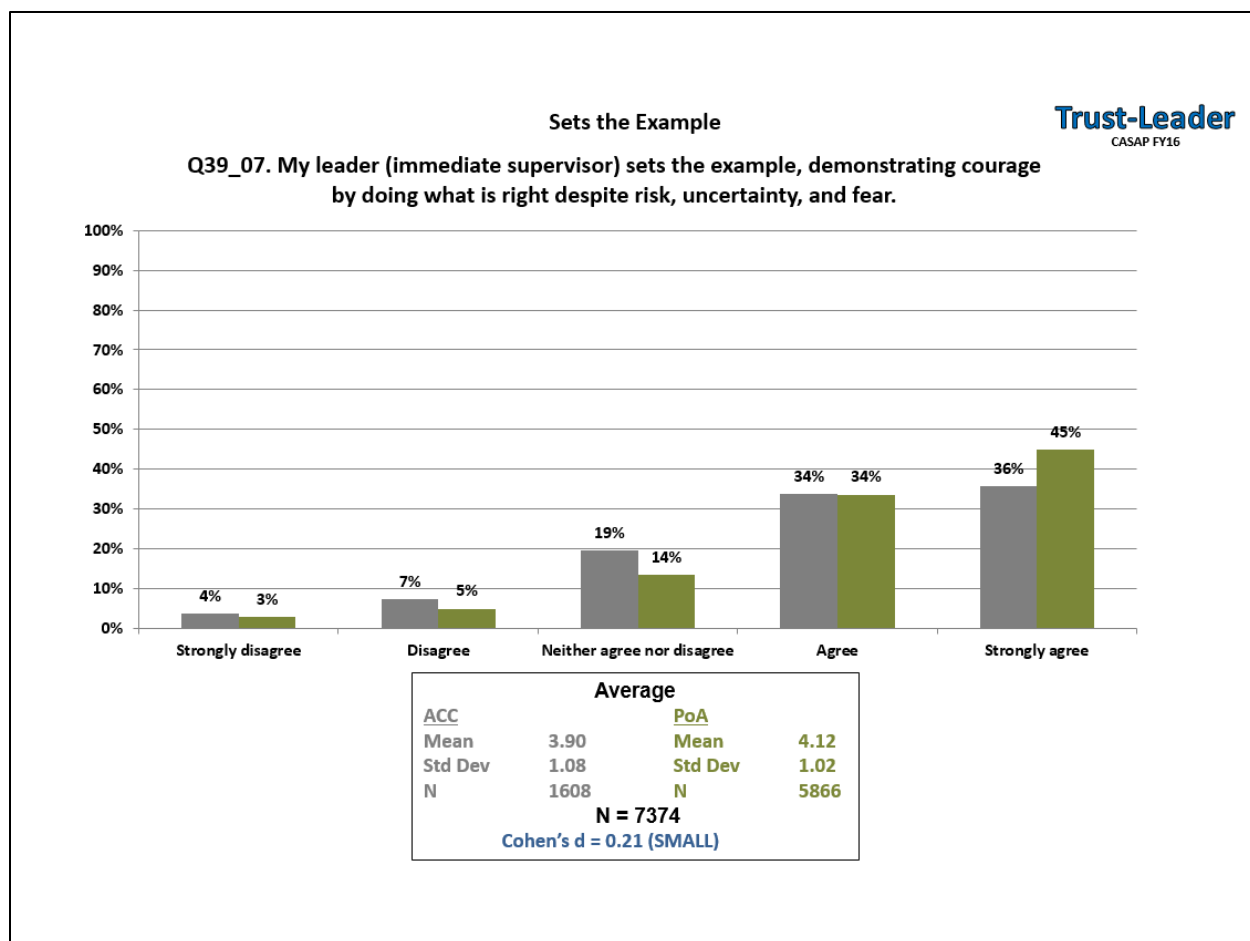


Figure 60. CASAP FY16, differences in leader sets the example

As illustrated in the graphic above (figure 60), Army Civilians and Soldiers have similar perceptions that their leader (immediate supervisor) demonstrates courage. Courage is defined as doing what is right, despite risk, uncertainty, and fear, under a variety of circumstances, applying to both the Profession of Arms and the Army Civilian Corps (ADRP 1, para 2-19).

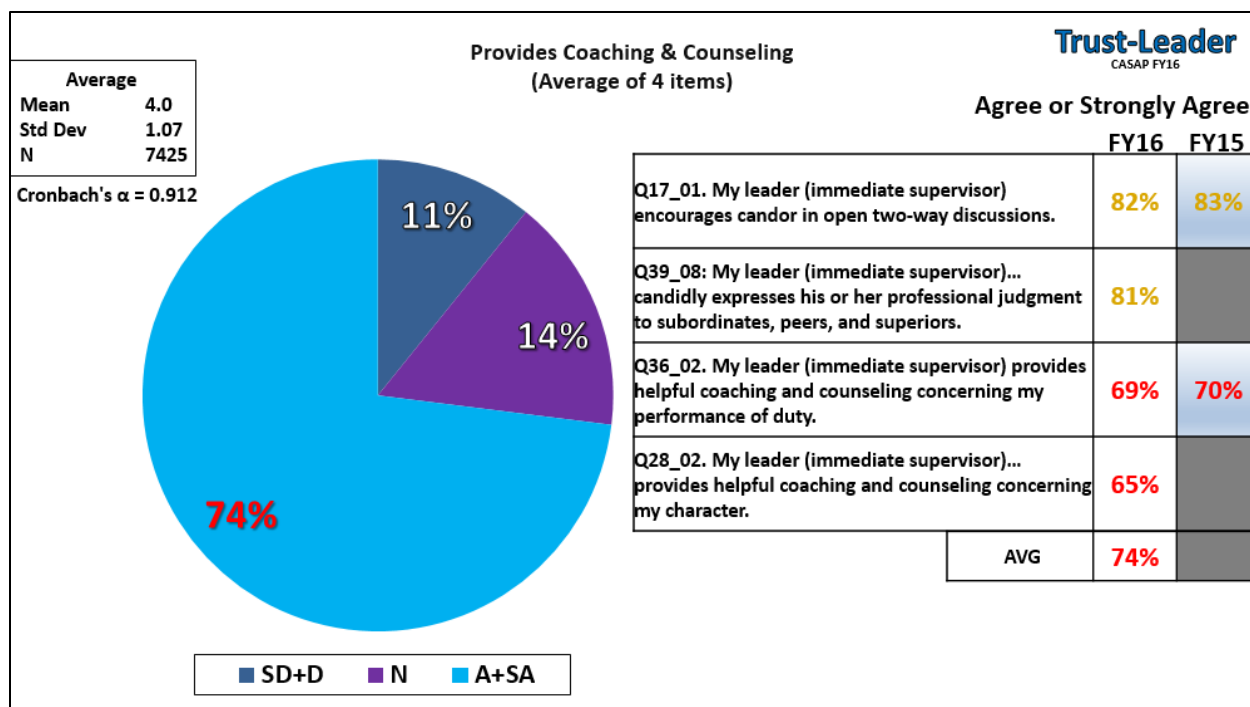


Figure 61. CASAP FY16, leader provides coaching and counseling

Leaders are expected to contribute to the development of others through coaching, counseling, and mentoring. Leaders should focus on learning and practicing these skills and must actively seek such advice from others (their leaders, peers, and even subordinates). Communication and candid sharing of perspectives contributes to mutual trust and cohesive teamwork.

A recurring finding on assessments of Army leaders is their relative weakness in providing helpful coaching and counseling (Items Q28_02 and Q36_02, figure 61). This suggests that leaders themselves have not been the beneficiaries of effective coaching and counseling and therefore are unsure how to provide it for others. A remedy is to include coaching and counseling within education (PME/CES) and training. However, this will also require that instructors be taught how to teach these important leader competencies as an inherent learning objective within their own preparation and certification.

Table 32. CASAP FY16, leader provides coaching and counseling

| Provides Coaching & Counseling | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|------------|------------|------------|------------|------------|------------|-------------|-------------|
| Q17_01 (P): My leader (immediate supervisor)... encourages candor in open two-way discussions. | 3% | 5% | 8% | 9% | 32% | 50% | 82% | 4.2 | 1.02 | 7472 |
| Q39_08: My leader (immediate supervisor)... candidly expresses his or her professional judgment to subordinates, peers, and superiors. | 2% | 4% | 7% | 12% | 37% | 45% | 81% | 4.2 | 0.95 | 7453 |
| Q36_02 (P): My leader (immediate supervisor)... provides helpful coaching and counseling concerning my performance of duty. | 5% | 10% | 14% | 16% | 33% | 36% | 69% | 3.9 | 1.15 | 7432 |
| Q28_02 (P): My leader (immediate supervisor)... provides helpful coaching and counseling concerning my character. | 5% | 11% | 15% | 20% | 30% | 35% | 65% | 3.79 | 1.16 | 7342 |
| AVERAGE | 4% | 7% | 11% | 14% | 33% | 41% | 74% | 4.0 | 1.07 | 7425 |

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As shown in table 32, approximately 80% of respondents “agree or strongly agree” that their leaders encourage candor and that they candidly express their professional judgment (Items Q17_01 and Q39_08). However, the least positive results are: the percentage (69%, Item Q36_02) who “agree or strongly agree” they receive helpful coaching and counseling regarding performance of duty; and the percentage (65%, Item Q28_02) who “agree or strongly agree” their leader provides helpful coaching and counseling regarding their character.

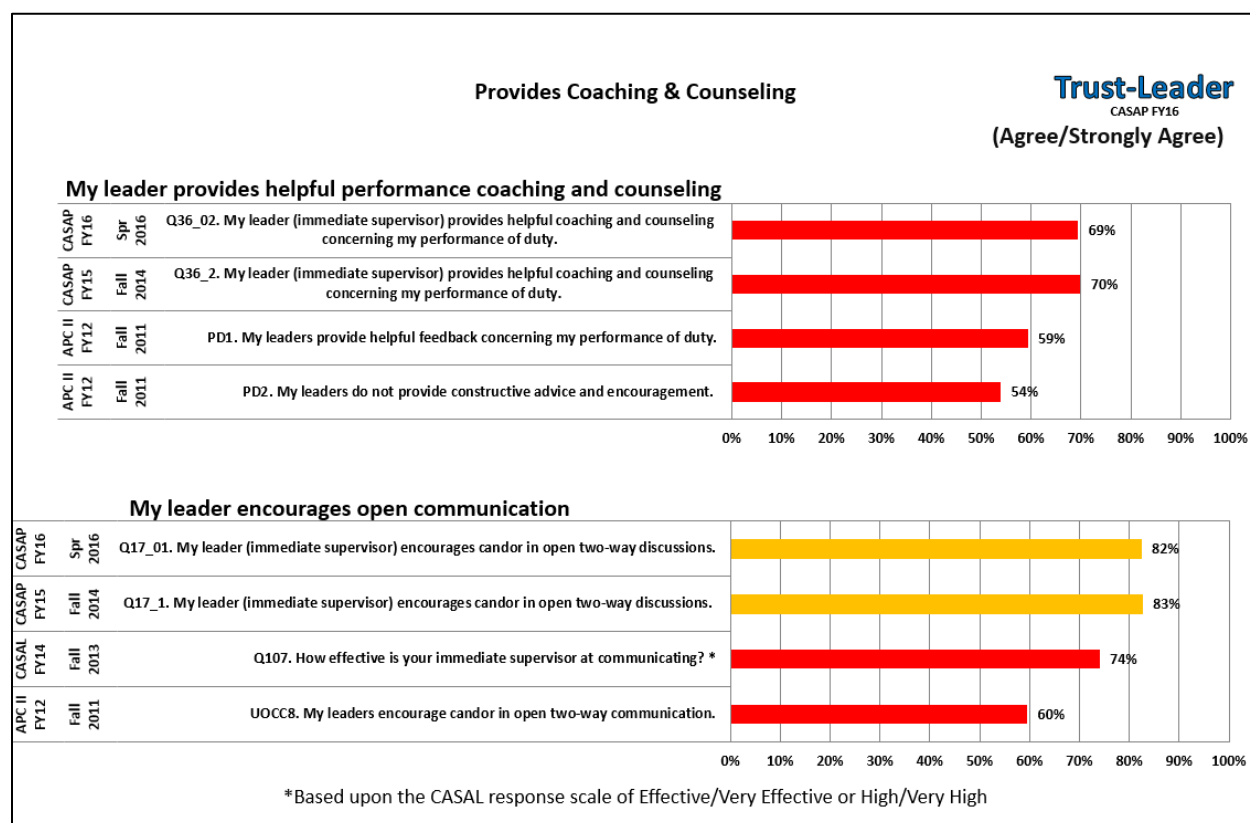


Figure 62. CASAP FY16, predecessor items, leader provides coaching and counseling

Findings from CASAP FY16 regarding a leader’s providing helpful coaching and counseling on performance of duty is essentially unchanged from CASAP FY15. The apparent improvement from findings on APC Survey II may be due, in part, to rewording of the item. Nonetheless, the difference is in a positive direction and continued emphasis on this leader responsibility is warranted.

The finding for leaders encouraging open communication is unchanged between CASAP FY16 and CASAP FY15. The improvement since APC II and CASAL FY14 may be due to rewording of the item and the difference in the response scales. Nonetheless, the improvement is positive and should receive continuing emphasis to increase the percentage of Army professionals who believe their leader encourages candid communications (figure 62, above).

TRUST IN LEADER (IMMEDIATE SUPERVISOR)
BASED ON RESPONDENTS' PERCEPTION OF LEADER'S DEMONSTRATED
CHARACTER, COMPETENCE, AND COMMITMENT

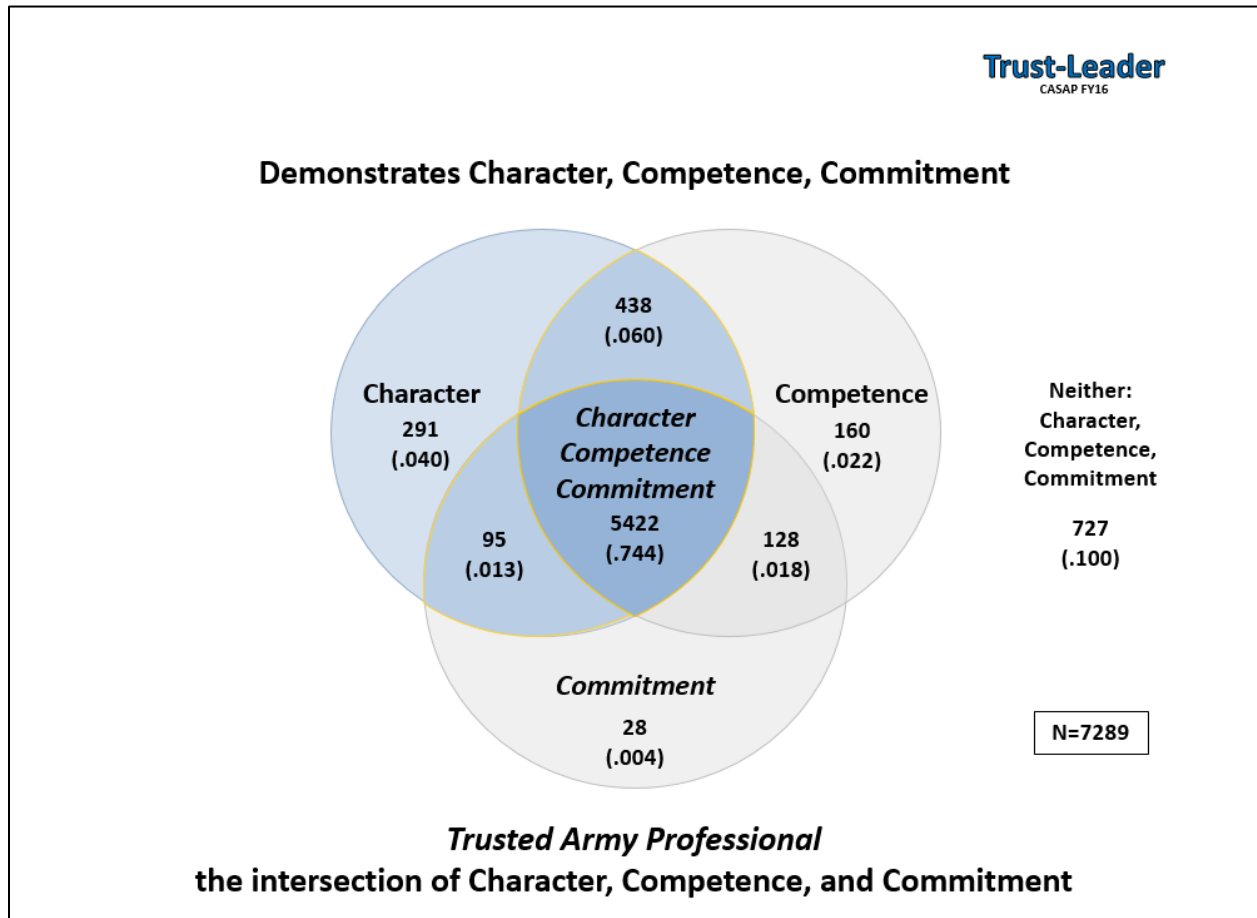


Figure 63. CASAP FY16, Perception of Leader Character, Competence, and Commitment

This graphic (figure 63) displays results of analysis regarding three items pertaining to character, competence, and commitment. The item relating to character is Q22_02: “My leader (immediate supervisor) demonstrates character in performance of duty, in accordance with the Army Ethic.” Confidence in the competence of one’s leader is assessed with item Q32_02: “My leader (immediate supervisor) strives for excellence in the performance of his or her duties.” Perception of a leader’s commitment is associated with responses to item Q34_02: “My leader (immediate supervisor) sets the example for perseverance under difficult conditions.”

As with most items on CASAP FY16, the response scale includes five options: “strongly disagree, disagree, neither agree nor disagree, agree, or strongly agree.” Not applicable is also available for those who do not perceive they have a leader (direct supervisor) in their present position. On CASAP FY16, 7289 respondents provided their perspective of their leader on all three items.

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Findings are very similar to those on CASAP FY15, where 81% of respondents “agreed or strongly” agreed that their leaders simultaneously demonstrate character, competence, and commitment. This year, 74% percent of respondents “agreed or strongly agreed” their leaders demonstrated all Army Profession certification criteria. The apparent decrease of 7% may be attributable to changes in the wording of the items pertaining to competence and commitment between the two surveys. Nonetheless, the important finding is relatively stable and the average difference between the three items over the two surveys is considered negligible (Cohen’s $d = 0.03$).

On CASAP FY16, approximately 25% of respondents do not “agree or strongly agree” that their leader (immediate supervisor) simultaneously demonstrates character, competence, and commitment. Approximately 15% “agree or strongly agree” their leader (immediate supervisor) demonstrates one or two of the certification criteria, but not all three. Approximately 10% do not “agree or strongly agree” that their leader (immediate supervisor) demonstrates any of the three certification criteria. The inference is that, to some degree, leaders who fail to demonstrate one or more of the certification criteria are not perceived to be worthy of trust (approximately 25%).

To assess the validity of this inference, a respondent’s average (binned) rating on the three certification items were compared with a respondent’s average (binned) rating on two items pertaining to trust in their leader: Item Q17_06 “I trust my leader (immediate supervisor) to make right (ethical, effective, and efficient) decisions” and Item Q22_01 “I trust my leader (immediate supervisor) to perform his or her duty with discipline and to standard.”

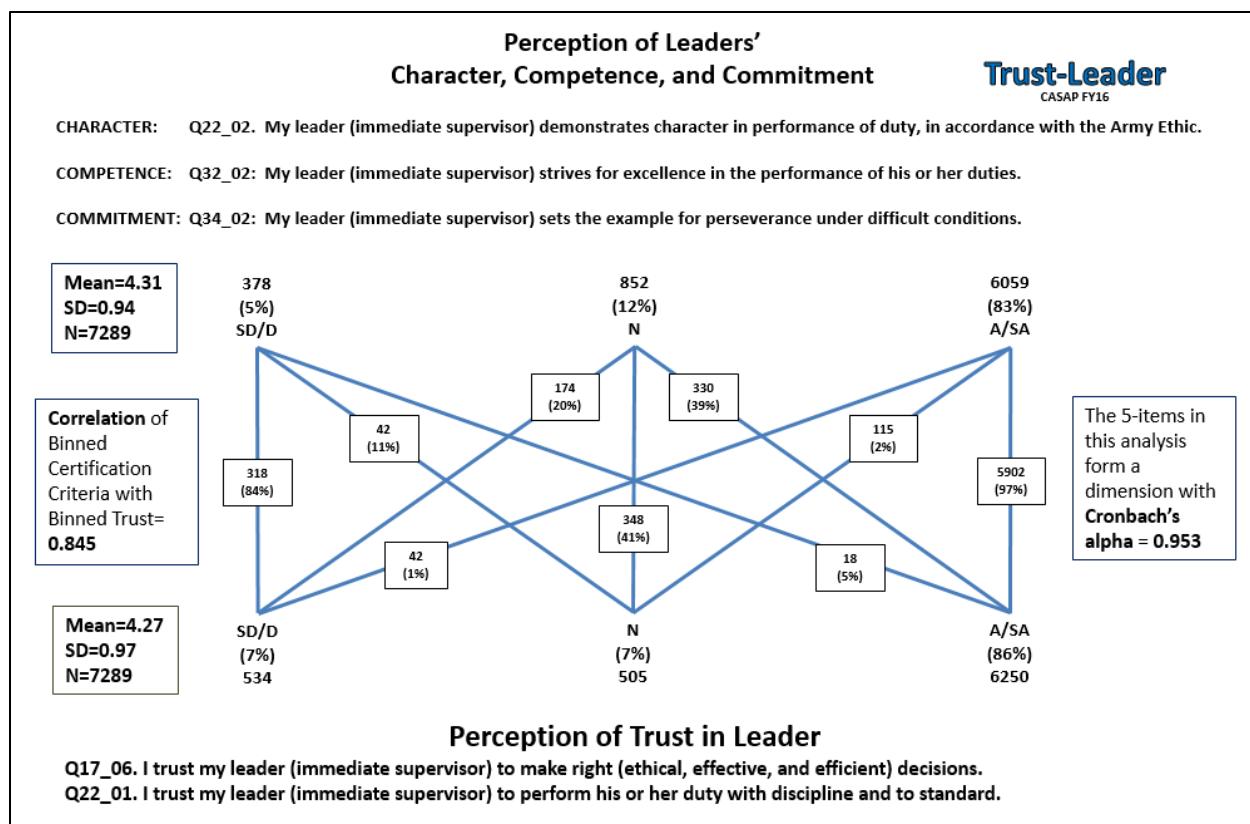


Figure 64. CASAP FY16, Relationship between perception of trust in leader (immediate supervisor) and demonstration of character, competence, and commitment.

By “binning” the responses of each individual on the three certification items (character, Item Q22_02; competence, Item Q32_02; and commitment, Item Q34_02) and “binning” each individual’s responses on the two items pertaining to trust (Item Q17_06 and Item Q22_01), the proportion of respondents who associate simultaneous demonstration of the three certification criteria with trust in their leader can be displayed as shown in figure 64, above. The finding is that trust depends on consistent demonstration of character, competence, and commitment as interpreted by the conditional probabilities.

For example, reading across the top set of numbers and percentages in figure 64: 378 respondents (5%) “strongly disagree or disagree” that their leader (immediate supervisor) demonstrates character, competence, and commitment; 852 respondents (12%) “neither agree nor disagree” that their leader (immediate supervisor) exhibits all three; and 6059 (83%) “agree or strongly agree” that their leader (immediate supervisor) demonstrates all of the certification criteria.

Next, consider their binned score on the two trust items. Reading across the set of numbers and percentages at the bottom of the graphic, we see that 534 (7%) respondents “strongly disagree or disagree” that they trust their leader (immediate supervisor). Continuing, 505 (7%) respondents “neither agree nor disagree” they trust their leader (immediate supervisor). Finally, 6250 (86%) “agree or strongly agree” they trust their leader (immediate supervisor).

The important finding is that trust is conditional on simultaneous demonstration of character, competence, and commitment. This is illustrated by comparing the proportion of respondents in each section of the top row with the path they chose in arriving on the bottom row. For example: while 5% of respondents “strongly disagree or disagree” that their leader (immediate supervisor) demonstrates all certification criteria, 84% of these respondents also “strongly disagree or disagree” that they trust their leader. This is in contrast to only 7% of all respondents who “strongly disagree or disagree” they trust their leader.

In like manner, 12% of respondents are “neutral” regarding their leader’s demonstration of character, competence, and commitment. Yet, 41% of these are also “neutral” about trust in their leader (whereas, only 7% of respondents are “neutral” regarding trust in their leader).

Most importantly, where 83% of respondents “agree or strongly agree” their leader demonstrates all certification criteria, fully 97% of these also “agree or strongly agree” they trust their leader. This is in contrast to the overall agreement or strong agreement that respondents trust their leader of 86%.

This finding, is consistent over two Army-wide surveys (CASAP FY 16 and CASAP FY15) and provides strong support, based on the perceptions of Army professionals, for the doctrinal precept that leaders earn and sustain trust by demonstrating character, competence, and commitment (“An Army professional’s store of trust develops from demonstrated character, competence, and commitment” (ADRP 1, para 3-5)).

As a confirmatory statistic, relating binned certification criteria to trust, the correlation between these scores is very high (correlation: binned certification criteria with binned trust = 0.845). These five items also form a strong statistical dimension (Cronbach’s alpha = 0.953, figures 48, 64).

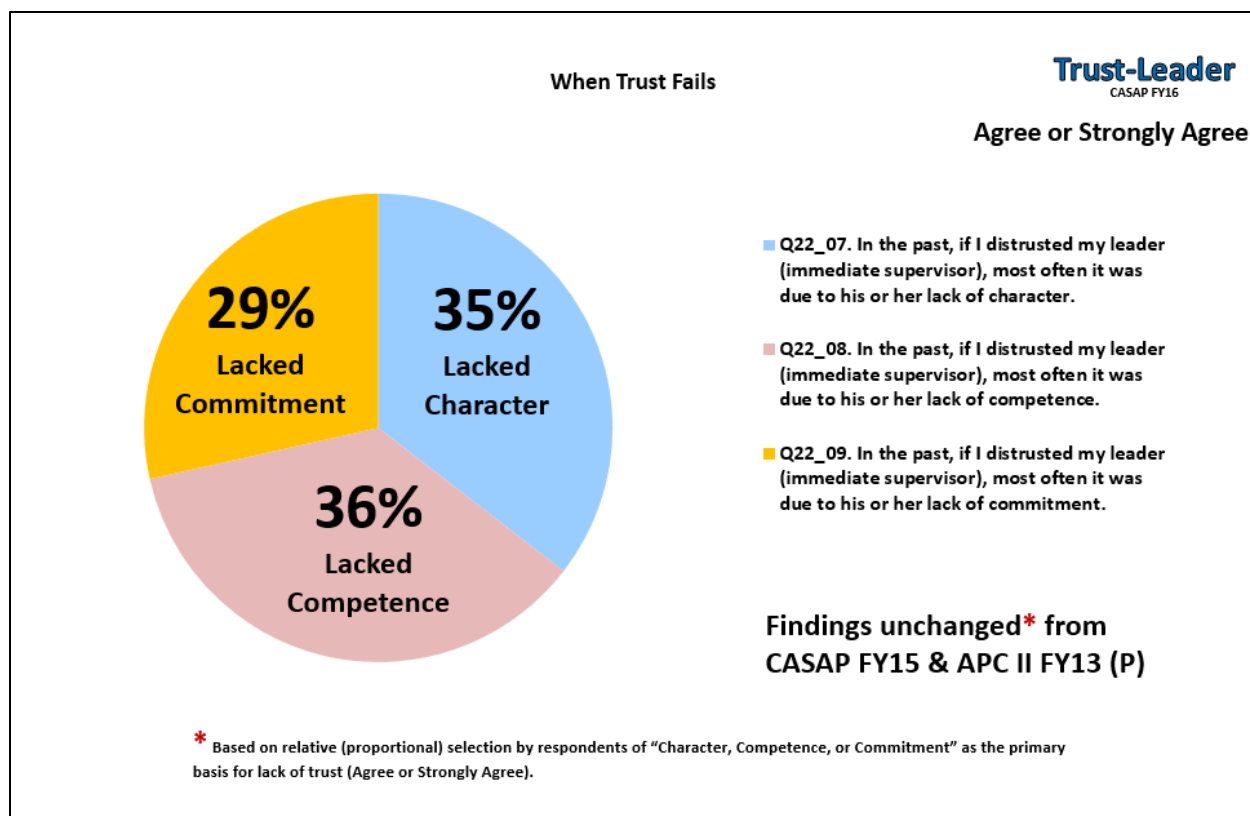


Figure 65. CASAP FY16, when trust in leader fails

Complementing the finding of strong association between perceptions of trust in one's leader and agreement or strong agreement that he or she is trusted, the graphic above (figure 65), suggests that failures in character (35%, Item Q22_07), competence (36%, Item Q22_08), or commitment (29%, Item Q22_09) are about equally likely to be the cause for loss of trust in one's leader (immediate supervisor).

These findings have remained consistent over three separate Army-wide surveys, beginning with the Army Profession Campaign Survey II (1st QTR FY12) and continuing through the present assessment, the actual and normalized results are shown at figure 66, below. The inter-item correlation among these items is 0.641 and they form a strong statistical dimension (Cronbach's alpha = 0.843).

When Trust Fails

| Leader - Distrust | SD+D | N | A+SA | Mean | StD | # | # A+SA | % * |
|--|------|-----|------|------|-------|-------|--------|------|
| CASAP FY16 | | | | | | | | |
| Q22_07. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of character. | 22% | 20% | 58% | 3.56 | 1.23 | 6767 | 3950 | 35% |
| Q22_08. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of competence. | 22% | 19% | 59% | 3.55 | 1.22 | 6810 | 4013 | 36% |
| Q22_09. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of commitment. | 27% | 26% | 47% | 3.29 | 1.20 | 6772 | 3175 | 29% |
| | | | | | | | 11138 | 100% |
| CASAP FY15 | | | | | | | | |
| Q22_7. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of character. | 14% | 17% | 70% | 3.83 | 1.11 | 5770 | 4028 | 35% |
| Q22_8. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of competence. | 14% | 16% | 70% | 3.82 | 1.09 | 5795 | 4083 | 36% |
| Q22_9. In the past, if I distrusted my leader (immediate supervisor), most often it was due to his or her lack of commitment. | 18% | 24% | 58% | 3.56 | 1.11 | 5755 | 3323 | 29% |
| | | | | | | | 11434 | 100% |
| APC II 1st Qtr FY 2012 | | | | | | | | |
| TRST 18. More often than not, if I distrust my leaders, it is due to their lack of character. | 31% | 24% | 45% | 3.17 | 1.187 | 16964 | 7634 | 36% |
| TRST17. More often than not, if I distrust my leaders, it is due to their incompetence. | 31% | 25% | 44% | 3.16 | 1.17 | 16961 | 7463 | 35% |
| TRST19. More often than not, if I distrust my leaders, it is due to their lack of commitment. | 35% | 29% | 36% | 3.01 | 1.135 | 16924 | 6093 | 29% |
| | | | | | | | 21190 | 100% |

* Based on relative (proportional) selection by respondents of "Character, Competence, or Commitment" as the primary basis for lack of trust (Agree or Strongly Agree).

Figure 66. CASAP FY16, Loss of trust in leader and character, competence, and commitment

These results confirm the doctrinal precept that all of the Army Profession certification criteria are essential for trust. When a leader (immediate supervisor) fails to consistently demonstrate each of these mutually supporting qualities, trust is compromised.

Trust in Peers:

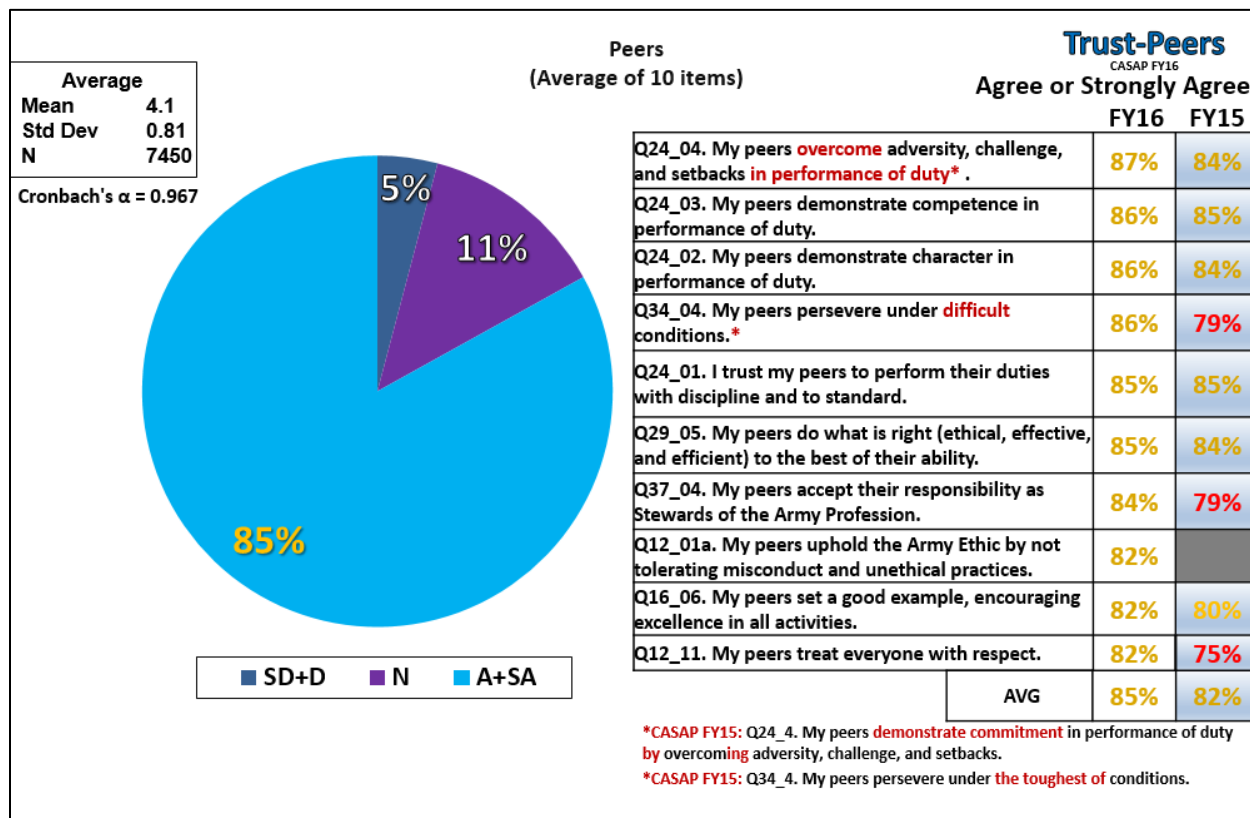


Figure 67. CASAP FY16, trust in peers to live by and uphold the Army Ethic

Trust in peers is essentially unchanged between CASAP FY16 and CASAP FY15. However, observed differences are in the desired direction on two items (Item Q24_04 and Item Q34_04; figure 67). Slight changes in the wording of the items may be a factor influencing this result. In contrast, on Item Q37_04 (regarding peers' acceptance of responsibility as Stewards of the Army Profession) the wording on both surveys is the same, and the improvement is 5%. The magnitude of this positive change is considered negligible, as measured by Cohen's $d = 0.12$; nonetheless, it is in a positive direction.

Table 33. CASAP FY16, trust in peers to live by and uphold the Army Ethic

| Trust in Peers | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q34_04: My peers... persevere under difficult conditions. | 0% | 3% | 3% | 11% | 51% | 35% | 86% | 4.2 | 0.77 | 7419 |
| Q24_01: I trust my peers to perform their duties with discipline and to standard. | 1% | 3% | 5% | 10% | 50% | 35% | 85% | 4.1 | 0.82 | 7479 |
| Q29_05: My peers... do what is right (ethical, effective, and efficient) to the best of their ability. | 1% | 4% | 4% | 11% | 50% | 35% | 85% | 4.1 | 0.80 | 7458 |
| Q37_04: My peers... accept their responsibility as Stewards of the Army Profession. | 1% | 4% | 4% | 12% | 50% | 34% | 84% | 4.1 | 0.81 | 7436 |
| Q12_01a: My peers... uphold the Army Ethic by not tolerating misconduct and unethical practices. | 1% | 5% | 5% | 12% | 49% | 33% | 82% | 4.1 | 0.84 | 7442 |
| Q16_06: My peers... set a good example, encouraging excellence in all activities. | 1% | 5% | 6% | 13% | 50% | 32% | 82% | 4.1 | 0.84 | 7463 |
| Q12_11: My peers... treat everyone with respect. | 1% | 5% | 7% | 12% | 49% | 33% | 82% | 4.1 | 0.87 | 7456 |
| AVERAGE | 1% | 4% | 5% | 11% | 50% | 34% | 85% | 4.1 | 0.81 | 7450 |

Similarly, regarding Item Q12_11, on CASAP FY16, 82% of respondents “agree or strongly agree” their peers treat everyone with respect (table 33, above). The finding from CASAP FY15 was 75%. This difference, while still considered to be negligible (Cohen’s $d = 0.19$), is a positive finding and may be attributable to emphasis, across the Army Profession, on the importance of respecting the dignity and worth of all members of the team in an ethical unit or organization climate.

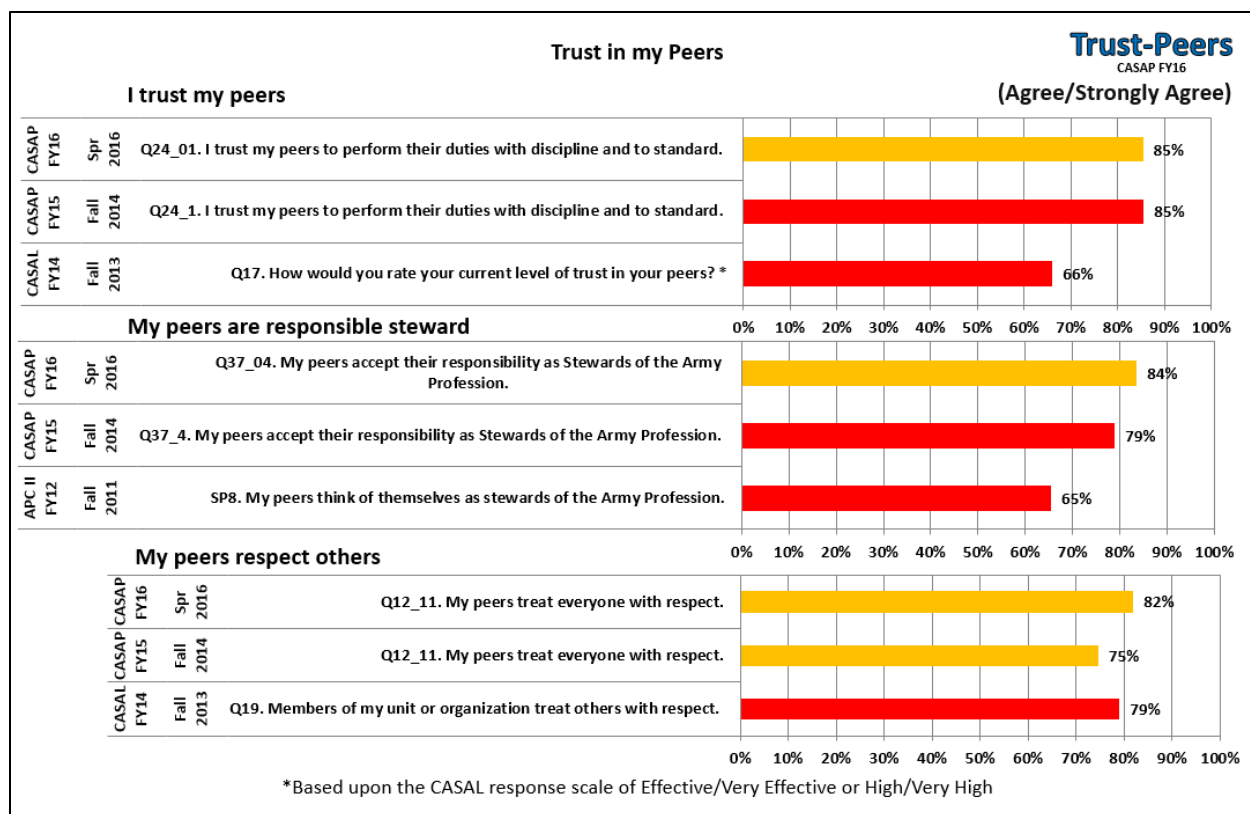


Figure 68. CASAP FY16, predecessor items, trust in peers to live by and uphold the Army Ethic

Findings on these items have remained steady or slightly improved and should remain a focus of attention by commanders and organization leaders. It is important that unit leaders establish and strengthen the professional, ethical climate within their commands and organizations.

TRUST IN PEERS

BASED ON RESPONDENTS' PERCEPTION OF PEERS' DEMONSTRATED CHARACTER, COMPETENCE, AND COMMITMENT

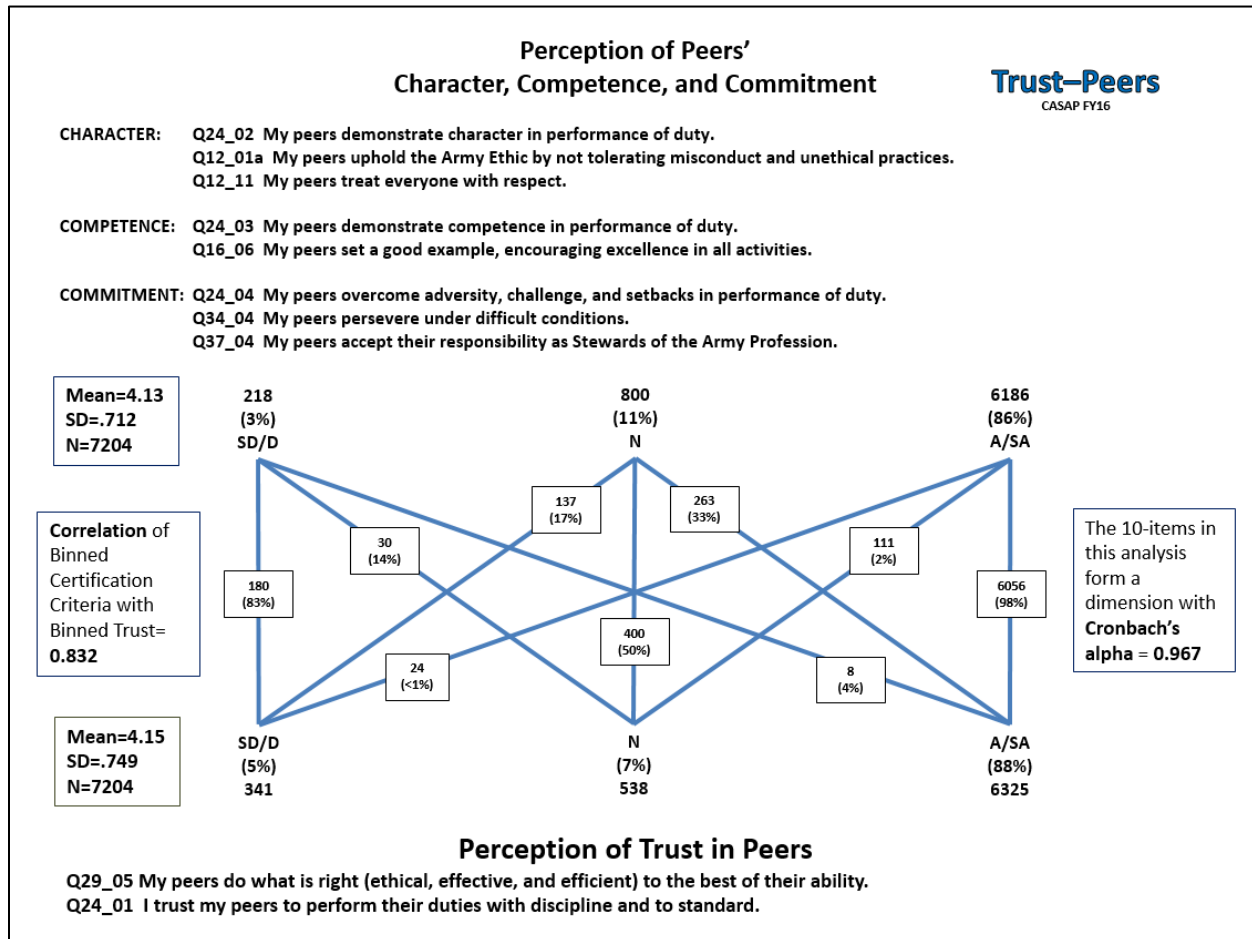


Figure 69. CASAP FY16, Relationship between perception of peers and demonstration of character, competence, and commitment.

The same technique used to assess trust in leaders (see figure 64, above, and the accompanying explanation) was used to gauge trust in peers. Using the “binned” responses to eight items related to the three certification criteria, (i.e., character (Items Q24_02, Q12_01a, Q12_11), competence (Items Q24_03, Q16_06), and commitment (Items Q24_04, Q34_04, Q37_04)) and similar “bins” for each individual’s responses on the two peer items pertaining to trust (Items Q29_05, Q24_01), the proportion of respondents who associate simultaneous demonstration of the certification criteria with trust in their peer is displayed in figure 69, above. The inference that trust depends on the consistent demonstration of character, competence, and commitment is again supported by the findings in terms of conditional probabilities.

For illustration, reading across the top set of numbers and percentages on the graphic: 218 respondents (3%) “strongly disagree or disagree” that their peers demonstrate character, competence, and commitment; 800 respondents (11%) “neither agree nor disagree” that their peers exhibit all three; and 6186 (86%) “agree or strongly agree” that their peers demonstrate all of the certification criteria.

Based on their binned score on the two trust items, reading across the bottom set of numbers and percentages, we see that 341 (5%) respondents “strongly disagree or disagree” that they trust their peers; 538 (7%) respondents “neither agree nor disagree” they trust their peers; and 6325 (88%) “agree or strongly agree” they trust their peers.

By comparing the proportion of respondents in each section of the top row with the path they chose to arrive at the bottom row, trust is again found to be highly conditional on simultaneous demonstration of character, competence, and commitment. For example: while 3% of respondents “strongly disagree or disagree” that their peers demonstrate all certification criteria, 83% of these respondents also “strongly disagree or disagree” that they trust their peers. This is in contrast to the 5% of all respondents who “strongly disagree or disagree” they trust their peers.

Continuing, 11% of respondents are “neutral” regarding their peers’ demonstration of character, competence, and commitment. Yet, 50% of these are also “neutral” about trust in their peers (whereas, only 7% of respondents are “neutral” regarding trust in their peers).

Most importantly, 86% of respondents “agree or strongly agree” that their peers demonstrate all certification criteria, and 98% of these also “agree or strongly agree” they trust their peers. This is in contrast to the unconditional, overall agreement or strong agreement (88%) that respondents trust their peers.

This finding, again, provides strong support for the doctrinal tenet (ADRP 1, para 3-5) that Army professionals earn and sustain trust by simultaneously demonstrating character, competence, and commitment.

The statistical relationship between the binned scores is very high (correlation: binned certification criteria with binned trust = 0.832). These ten items also form a strong statistical dimension (Cronbach’s alpha = 0.967).

Trust in Subordinates:

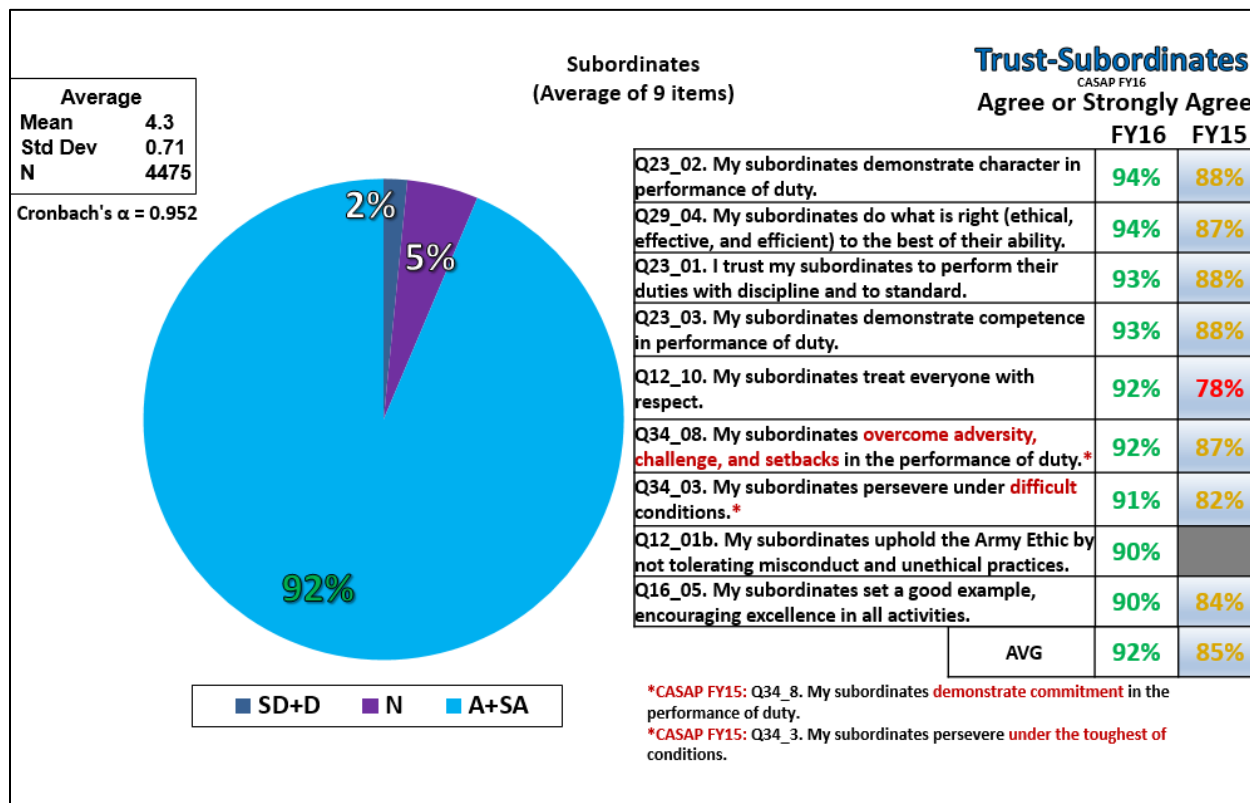


Figure 70. CASAP FY16, trust in subordinates to live by and uphold the Army Ethic

Overall, trust in subordinates, as measured by nine items on this dimension (figure 70) improved in contrast to findings on CASAP FY15. As shown above, findings regarding trust in subordinates are all in a positive direction. The largest improvement is on Item Q12_10 ("My subordinates treat everyone with respect). This 12% difference is considered small, as measured by Cohen's $d = 0.45$; however, it is an observable improvement. The result may reflect the benefit of Army-wide initiatives such as prevention of sexual harassment and assault (SHARP) and the efforts to develop mutual trust and cohesion in Squad size elements and teams (NIMS).

Table 34. CASAP FY16, trust in subordinates to live by and uphold the Army Ethic

| Trust in Subordinates | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|-------------|-------------|-------------|
| Q23_02: My subordinates... demonstrate character in performance of duty. | 0% | 1% | 2% | 4% | 47% | 47% | 94% | 4.38 | 0.68 | 4476 |
| Q29_04: My subordinates... do what is right (ethical, effective, and efficient) to the best of their ability. | 0% | 1% | 2% | 5% | 51% | 42% | 94% | 4.34 | 0.67 | 4475 |
| Q23_01: I trust my subordinates to perform their duties with discipline and to standard. | 1% | 2% | 2% | 4% | 45% | 49% | 93% | 4.39 | 0.70 | 4507 |
| Q23_03: My subordinates... demonstrate competence in performance of duty. | 0% | 2% | 2% | 5% | 45% | 48% | 93% | 4.39 | 0.69 | 4486 |
| Q12_10: My subordinates... treat everyone with respect. | 0% | 2% | 3% | 5% | 46% | 46% | 92% | 4.35 | 0.73 | 4480 |
| Q34_08: My subordinates... overcome adversity, challenge, and setbacks in the performance of duty. | 0% | 2% | 2% | 6% | 47% | 45% | 92% | 4.34 | 0.71 | 4471 |
| Q34_03: My subordinates... persevere under difficult conditions. | 1% | 2% | 3% | 6% | 45% | 46% | 91% | 4.34 | 0.73 | 4427 |
| Q12_01b: My subordinates... uphold the Army Ethic by not tolerating misconduct and unethical practices. | 0% | 2% | 3% | 7% | 49% | 42% | 90% | 4.29 | 0.72 | 4471 |
| Q16_05: My subordinates... set a good example, encouraging excellence in all activities. | 0% | 3% | 3% | 7% | 48% | 43% | 90% | 4.30 | 0.74 | 4481 |
| AVERAGE | 0% | 2% | 2% | 5% | 47% | 45% | 92% | 4.35 | 0.71 | 4475 |

The intent of both the SHARP program and the NIMS initiative is to encourage all members of the team to do what is right to prevent misconduct and to stop unethical practices, as stated in doctrine (ADRP 1, para 2-18, 29; 4-4; B-14(9)). See also, the Squad Leader's Squad Assessment Resource and accompanying explanation at:

<http://cape.army.mil/not-in-my-squad/#>.

The finding that 90% of respondents "agree or strongly agree" that their subordinates uphold the Army Ethic (Item Q12_01b) is an indicator that the principle of "non-toleration" of misconduct and unethical practice is widely understood and generally observed in practice.

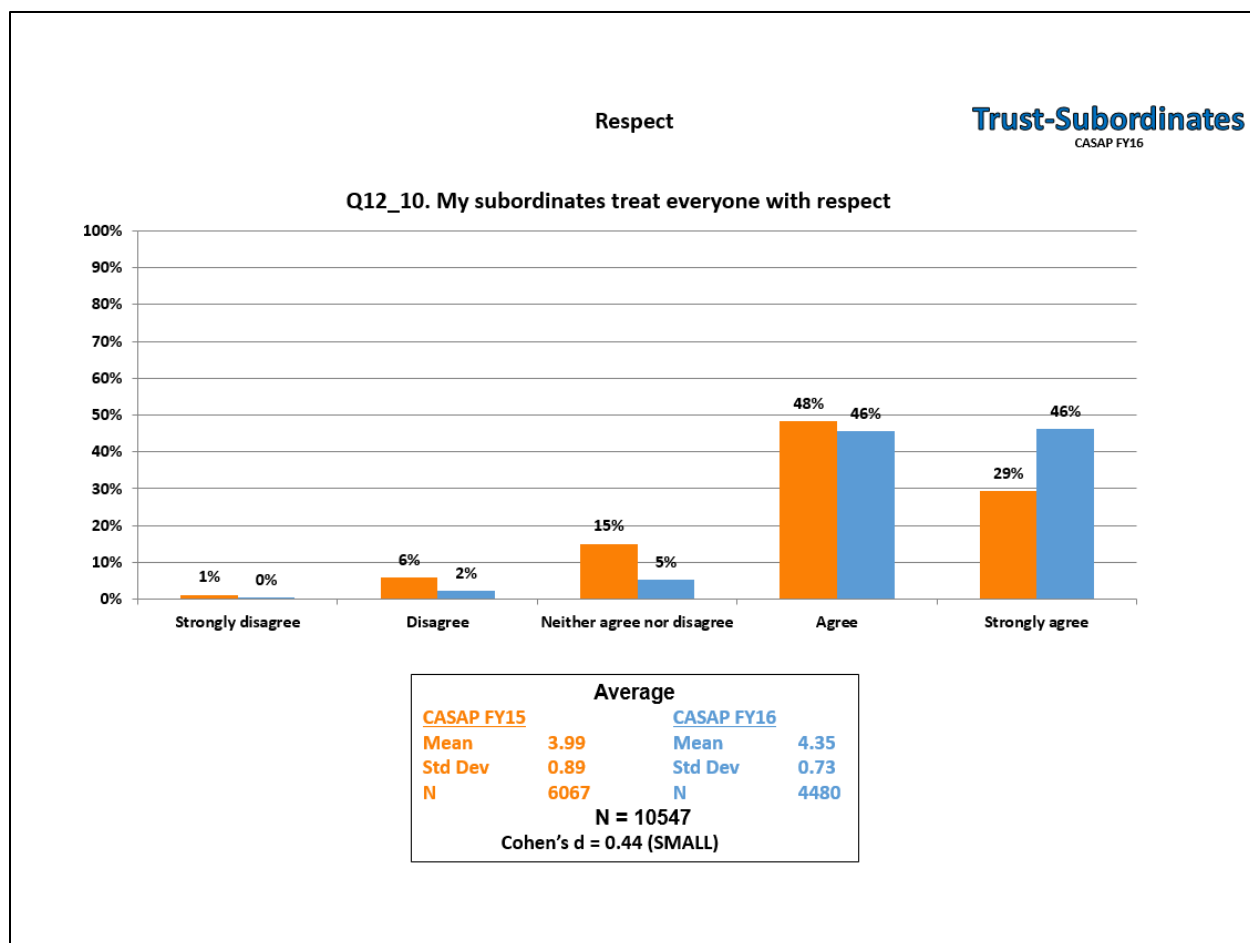


Figure 71. CASAP FY16, predecessor items, trust in subordinates to treat all with respect

Respondents on CASAP FY16 were more likely to “strongly agree” (46%, Item Q12_10) on this item than were respondents on CASAP FY15 (29%). This difference generates a small Cohen’s $d = 0.44$; however, this positive finding may reflect leaders’ emphasis on the importance of respect and inclusion within an ethical unit or organization climate.

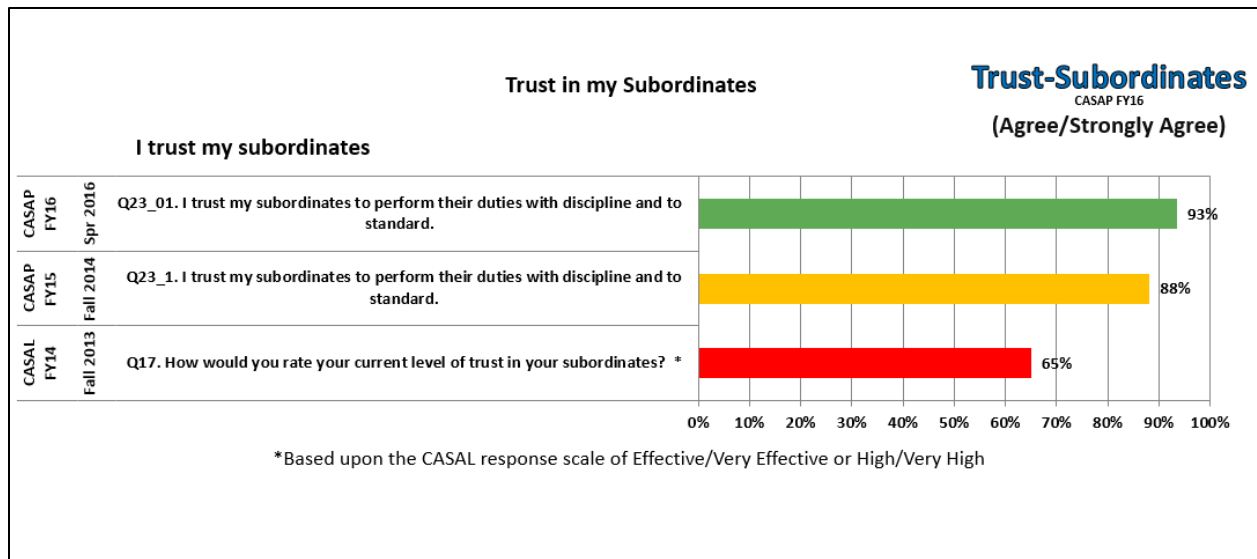


Figure 72. CASAP FY16, predecessor items, trust in subordinates

Results on this item (Q23_01, figure 72) show a steady, positive increase in the percentage who “agree or strongly agree” they trust their subordinates to perform their duties with discipline and to standard. The large, apparent increase between CASAL FY14 and CASAP FY15 may be due to a change in the wording of the item and the response scale. The increase between CASAP FY16 (93%) and CASAP FY15 (88%), while observable, is considered to be small (as measured by Cohen’s $d = 0.32$).

TRUST IN SUBORDINATES

BASED ON RESPONDENTS' PERCEPTION OF SUBORDINATES' DEMONSTRATED CHARACTER, COMPETENCE, AND COMMITMENT

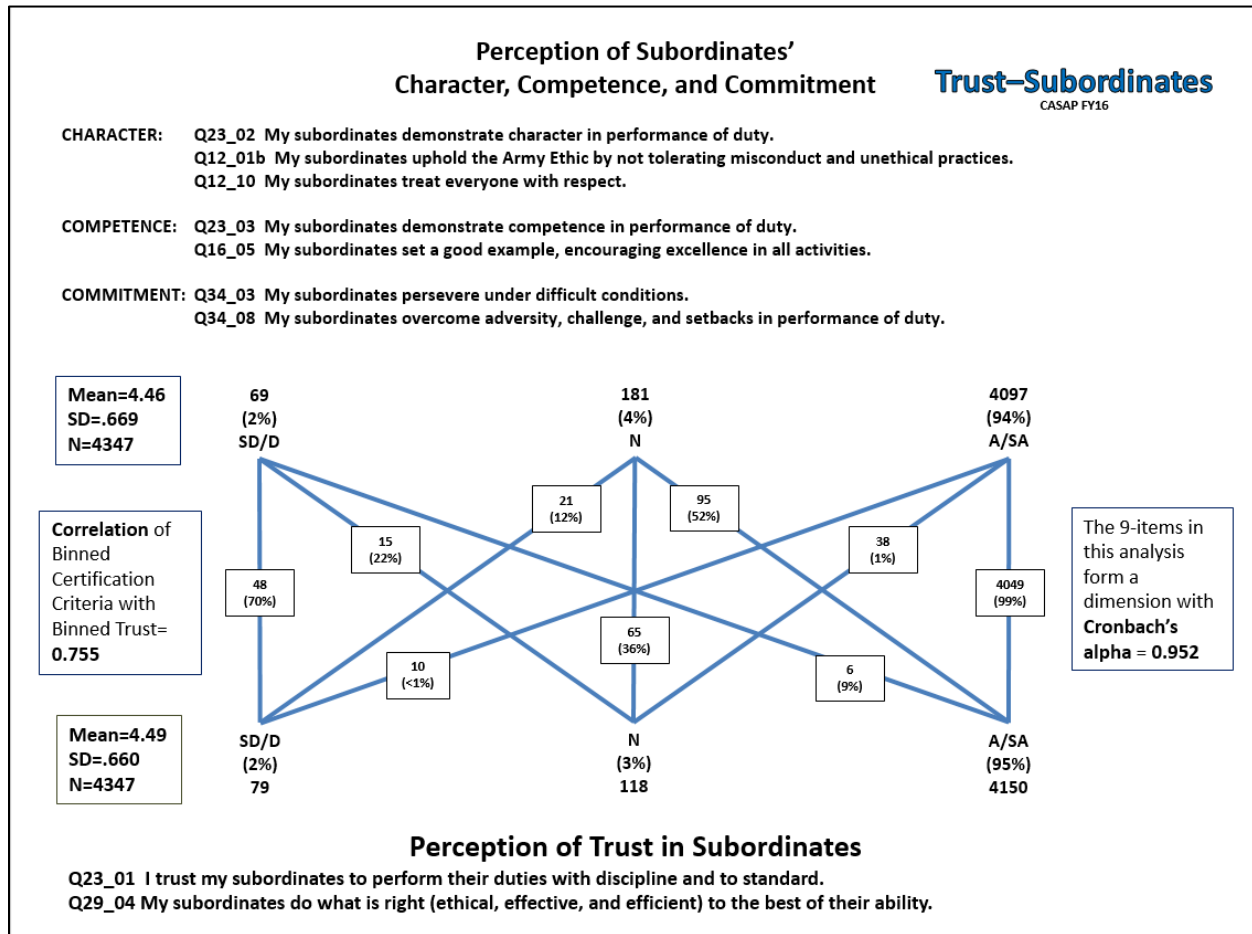


Figure 73. CASAP FY16, Relationship between perception of subordinates and demonstration of character, competence, and commitment.

The relationship between perceptions of “character, competence, and commitment” and perceptions of trust in subordinates is evident in the data displayed in figure 73. Essentially all those who perceive that their subordinates demonstrate “character, competence, and commitment” also perceive their subordinates are worthy of trust (N = 4049 of 4097, 99%). It is relatively unlikely that respondents rate their subordinates as being trustworthy given that they did not rate them as demonstrating “character, competence, and commitment” (N = 101 of 250, 40%). This is in contrast to the unconditional percentage that trust their subordinates (N = 4150 of 4347, 95%). In like manner, very few respondents “agree or strongly agree” their subordinates demonstrate “character, competence, and commitment” and yet do not “agree or strongly agree” they are worthy of trust (N = 48 of 4097, 1.2%).

Trust in Unit/Organization:

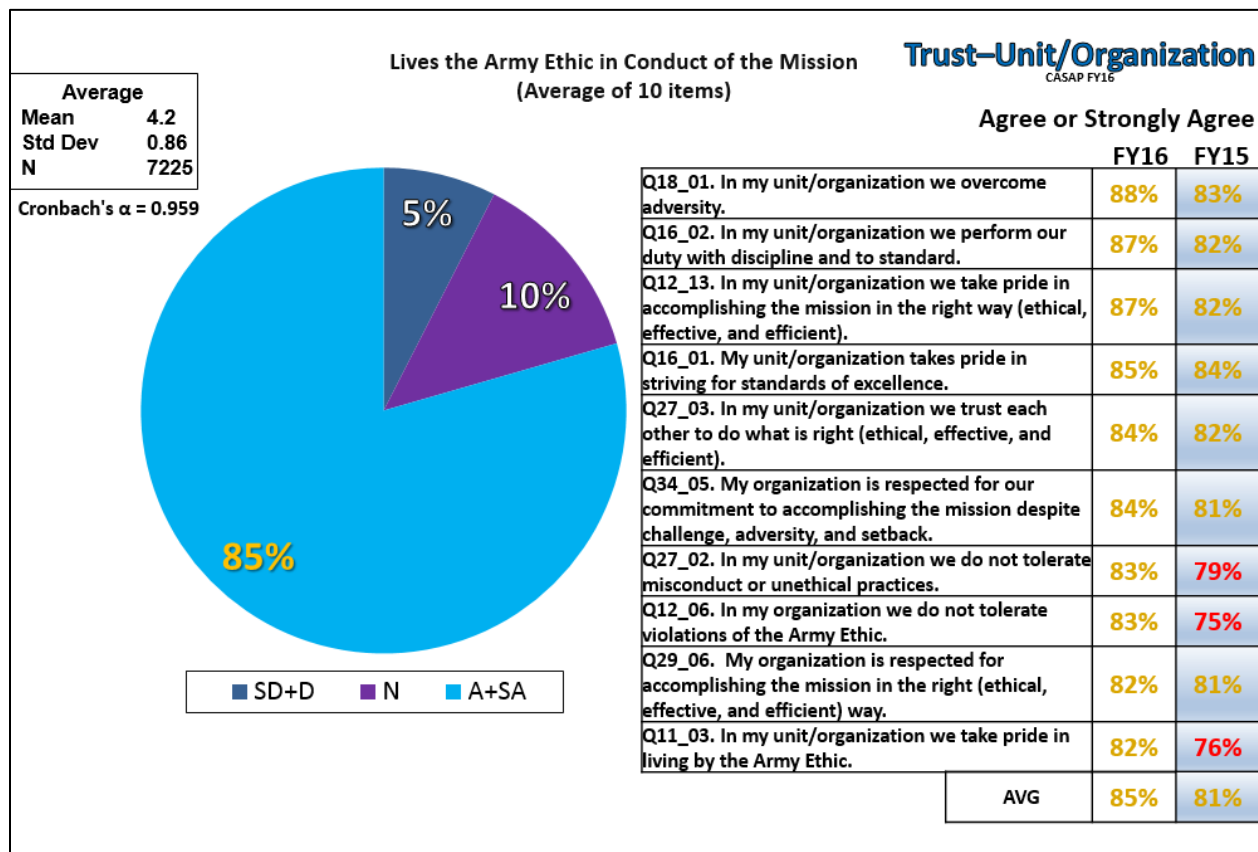


Figure 74. CASAP FY16, unit/organization lives the Army Ethic in conduct of the mission

Based on these ten items (figure 74), indicators of trust within units and organizations are steady or show small improvement when compared with results on CASAP FY15. Results on three items dealing with non-toleration of misconduct and unethical practices and living by the Army Ethic (Items Q27_02, Q12_06, and Q11_03) each showed an observable, positive change. These findings may be an indicator of the positive effects of initiatives such as NIMS and SHARP.

Table 35. CASAP FY16, unit/organization lives the Army Ethic in conduct of the mission

| Lives the Army Ethic in Conduct of the Mission | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-------------|------------|------------|------------|-------------|-------------|-------------|-------------|
| Q18_01: In my unit or organization we... overcome adversity. | 1% | 2% | 3% | 9% | 46% | 42% | 88% | 4.26 | 0.77 | 7449 |
| Q16_02: In my unit or organization we... perform our duty with discipline and to standard. | 1% | 3% | 5% | 8% | 47% | 40% | 87% | 4.21 | 0.82 | 7468 |
| Q12_13: In my unit or organization we... take pride in accomplishing the mission in the right way (ethical, effective, and efficient). | 1% | 3% | 5% | 9% | 44% | 43% | 87% | 4.24 | 0.84 | 7462 |
| Q16_01: My unit/organization takes pride in striving for standards of excellence. | 1% | 3% | 5% | 11% | 43% | 42% | 85% | 4.21 | 0.86 | 7471 |
| Q27_03: In my unit or organization we... trust each other to do what is right (ethical, effective, and efficient). | 2% | 5% | 6% | 10% | 46% | 38% | 84% | 4.14 | 0.88 | 7476 |
| Q34_05: My organization is respected for our commitment to accomplishing the mission despite challenge, adversity, and setback. | 1% | 4% | 5% | 11% | 43% | 41% | 84% | 4.18 | 0.87 | 7455 |
| Q27_02: In my unit or organization we... do not tolerate misconduct or unethical practices. | 2% | 5% | 7% | 10% | 42% | 41% | 83% | 4.15 | 0.93 | 7475 |
| Q12_06: In my unit or organization we... do not tolerate violations of the Army Ethic. | 2% | 5% | 6% | 11% | 43% | 40% | 83% | 4.15 | 0.90 | 7465 |
| Q29_06: My organization is respected for accomplishing the mission in the right (ethical, effective, and efficient) way. | 1% | 4% | 5% | 12% | 43% | 39% | 82% | 4.15 | 0.88 | 7457 |
| Q11_03: In my unit or organization we... take pride in living by the Army Ethic. | 1% | 3% | 5% | 13% | 45% | 37% | 82% | 4.13 | 0.85 | 7442 |
| AVERAGE | 1% | 4% | 5% | 10% | 44% | 40% | 85% | 4.2 | 0.86 | 7462 |

These items (table 35) are indicators of a unit's or an organization's ethical climate. On average, 85% of respondents "agree or strongly agree" with the eleven items on this dimension (Cronbach's alpha = 0.959), pertaining to how their unit or organization "live the Army Ethic" in accomplishing the mission.

Q12_06. In my organization we do not tolerate violations of the Army Ethic.

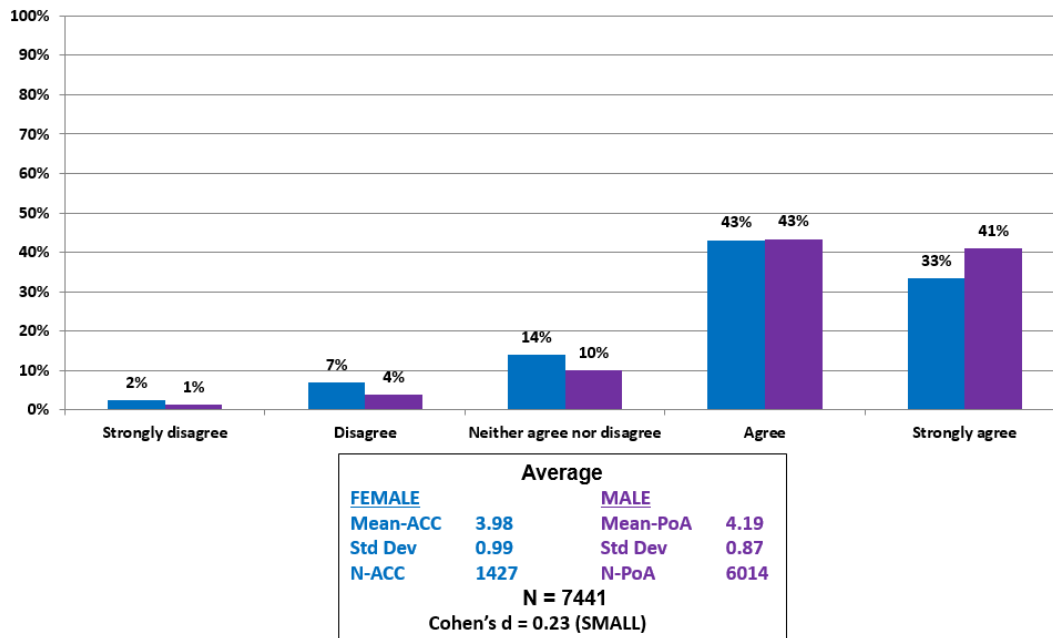


Figure 75. CASAP FY16, differences in perceptions of non-tolerance of violations of the Army Ethic

Respondents' perceptions that their organization does not tolerate violations of the Army Ethic are essentially the same for both men and women.

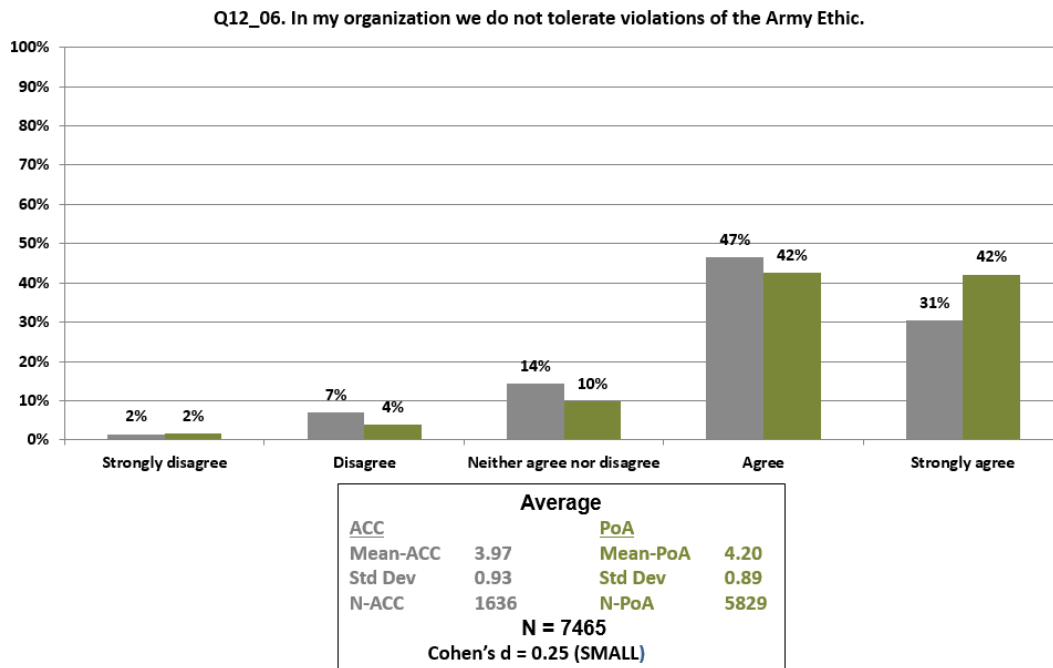


Figure 76. CASAP FY16, differences in perceptions of non-tolerance of violations of the Army Ethic

Respondents' perceptions that their organization does not tolerate violations of the Army Ethic are essentially the same in both the Profession of Arms and the Army Civilian Corps.

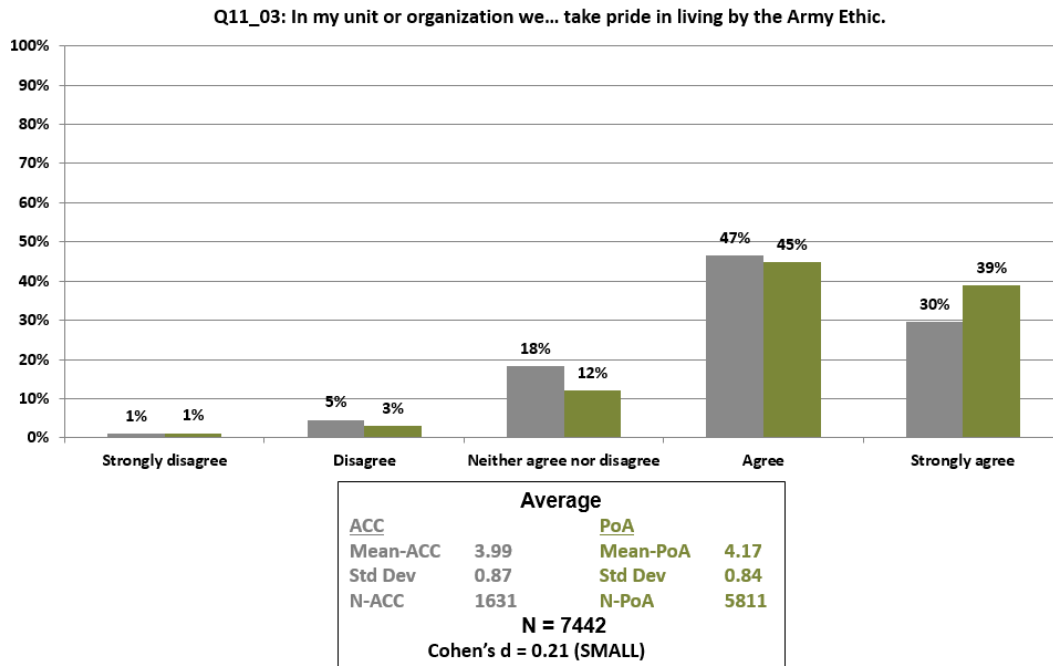


Figure 77. CASAP FY16, differences in perceptions of unit/organization living the Army Ethic

Pride in living by the Army Ethic is essentially the same between members of the ACC (Army Civilians) and the PoA (Soldiers in all components).

Standards and Discipline

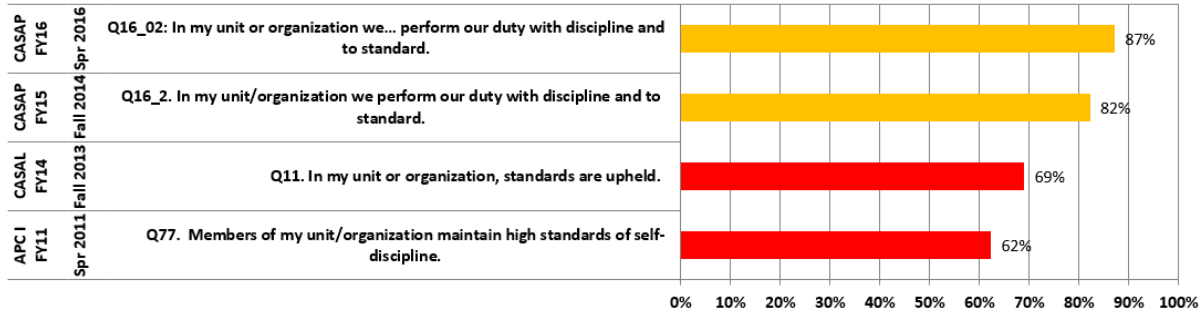


Figure 78. CASAP FY16, predecessor items, perceptions of unit/organization upholding standards

Perceptions that duty is performed within one’s unit or organization with discipline and to standard has shown a steady improvement. Efforts to address standards and discipline across the Army began following the Army Profession Campaign (CY 11/12) and this theme was highlighted in the first quarter of the CY 13 “America’s Army – Our Profession” education and training program (Jan – Mar 2013). Since that time, standards and discipline were explicitly identified as a focus of attention in the Sergeant Major of the Army’s “Not In My Squad” initiative (beginning June 2015). See also, figure 92, below.

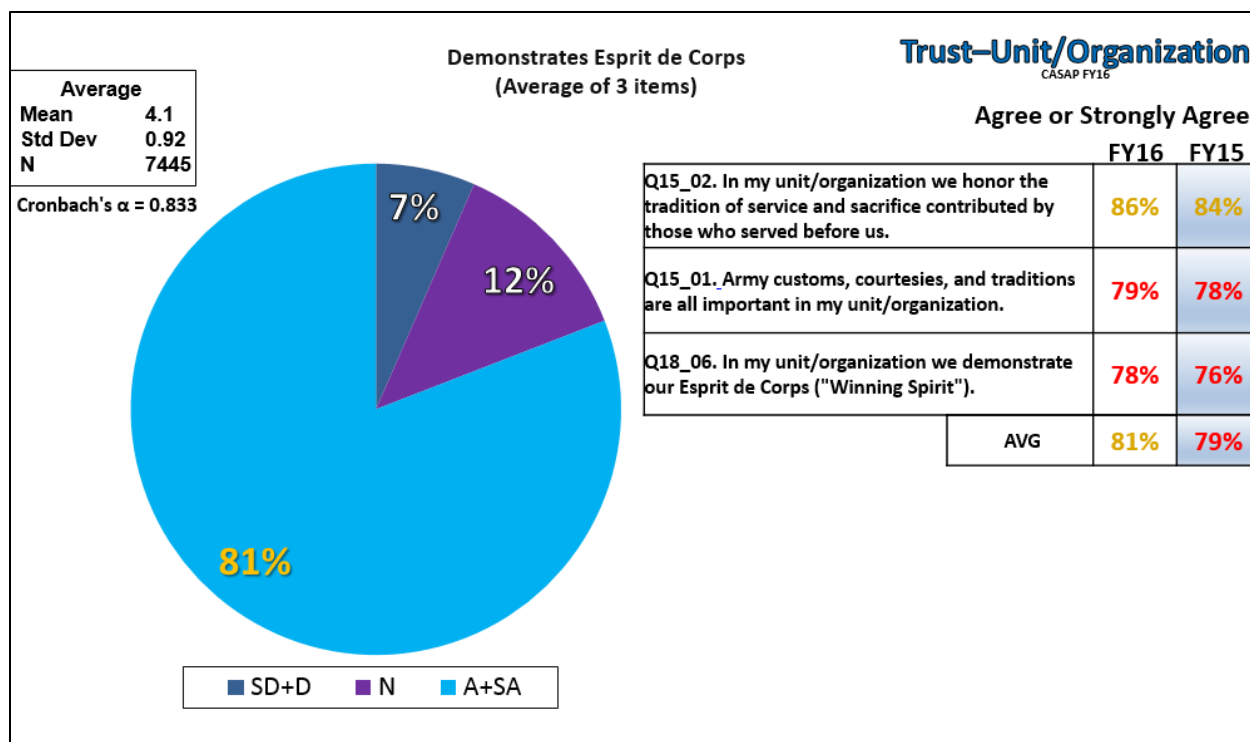


Figure 79. CASAP FY16, unit/organization esprit de corps

Indicators of unit and organization esprit de corps, three items (figure 79) are unchanged from CASAP FY15. Esprit de corps, is an essential characteristic of the Army Profession. It is a traditional military expression that denotes the Army's common spirit, collective ethos, and sense of camaraderie and cohesion within the team. As noted in ADRP 1, para 1-28, "to persevere and win in war and to prevail through adversity across the range of military operations requires spirited, dedicated professionals bound together in a common moral purpose to honorably serve the Nation. The Army Profession has a deep respect for its history and traditions and strives to achieve standards of individual and collective excellence. Army professionals are a cohesive team where mutual trust is reinforced through shared professional identity—living by and upholding the Army Ethic. This collective commitment fortifies esprit de corps." These results suggest that unit commanders and organization leaders should continue to emphasize team building activities and shared experiences to strengthen esprit de corps and cohesive teamwork.

Table 36. CASAP FY16, unit/organization esprit de corps

| Demonstrates Esprit de Corps | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|----|----|------|-----|-----|-----|------|------|------|------|
| Q15_02: In my unit or organization we... honor the tradition of service and sacrifice contributed by those who served before us. | 1% | 4% | 5% | 9% | 42% | 44% | 86% | 4.25 | 0.85 | 7454 |
| Q15_01: Army customs, courtesies, and traditions are all important in my unit/organization. | 2% | 6% | 8% | 13% | 44% | 35% | 79% | 4.05 | 0.95 | 7430 |
| Q18_06: In my unit or organization we... demonstrate our Esprit de Corps ("Winning Spirit"). | 2% | 6% | 8% | 13% | 42% | 36% | 78% | 4.04 | 0.96 | 7452 |
| AVERAGE | 2% | 5% | 7% | 12% | 43% | 39% | 81% | 4.1 | 0.92 | 7445 |

This dimension of esprit de corps (figure 79 and table 36) is highly correlated with indicators that the unit/organization respects the dignity and worth of all (see figure 81 and table 37, below). The inter-item correlation is 0.610 and the seven items on the combined tables 36 and 37 form a dimension with Cronbach's alpha = 0.916. This suggests that a leader's efforts to strengthen perceptions that everyone is treated with respect will also strengthen unit or organization esprit de corps.

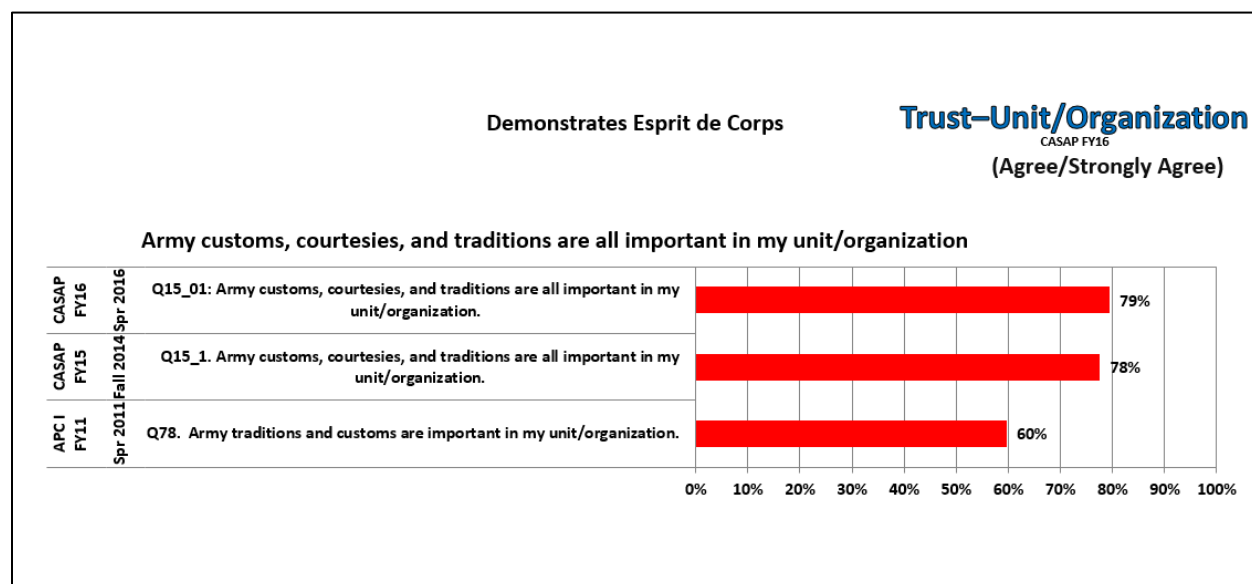


Figure 80. CASAP FY16, predecessor items, perceptions of unit/organization esprit de corps

While there was an improvement on this item between the Army Profession Survey I, FY 11 and CASAP FY15, results from CASAP FY16 are unchanged from the previous year.

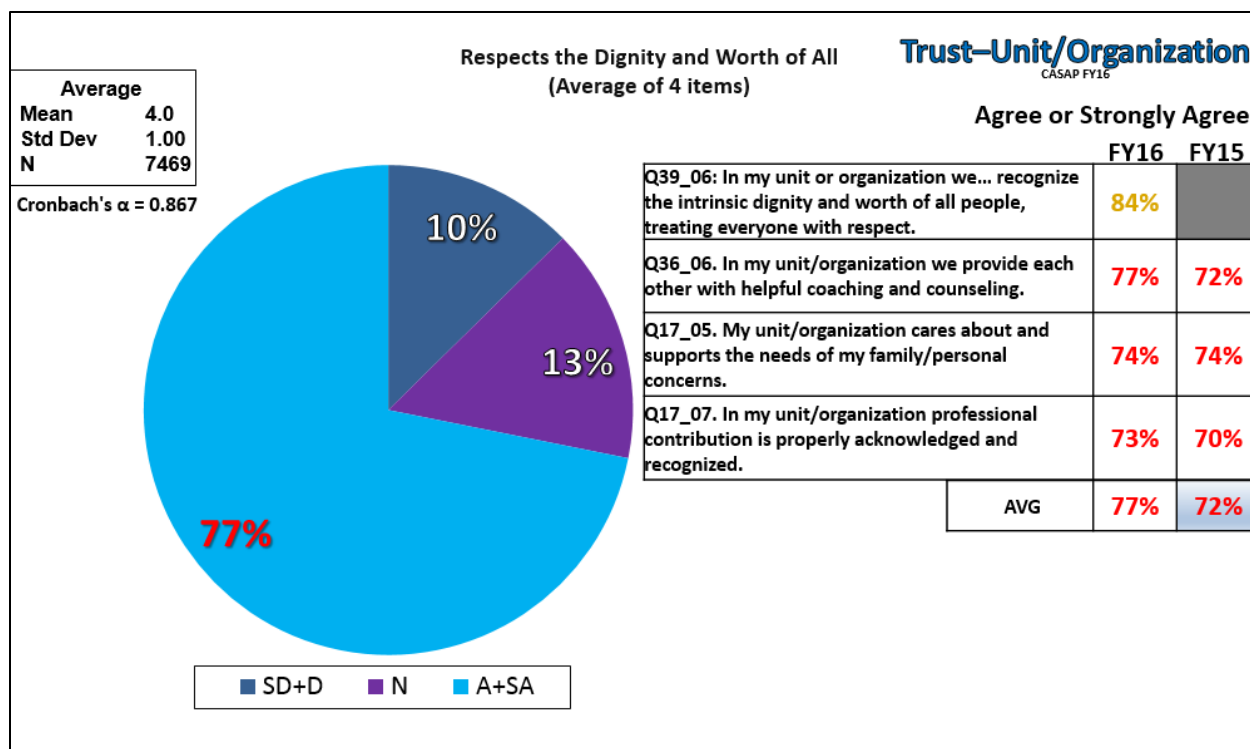


Figure 81. CASAP FY16, perceptions of respect within unit/organization

Results on this dimension (see figure 81 and table 37), regarding respect within the unit and organization for the dignity and worth of all and indicators of mutual support and proper recognition for deserving individuals are unchanged from CASAP FY15. Each of these items should be addressed and reinforced as unit and organization leaders strive to establish and strengthen an ethical climate, where the expectation and the reality is that all live by and uphold the moral principles of the Army Ethic.

Table 37. CASAP FY16, perceptions of respect within unit/organization

| Respects the Dignity and Worth of All | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|---|-----------|-----------|------------|------------|------------|------------|------------|------------|-------------|-------------|
| Q39_06: In my unit or organization we... recognize the intrinsic dignity and worth of all people, treating everyone with respect. | 2% | 5% | 7% | 9% | 44% | 40% | 84% | 4.16 | 0.91 | 7476 |
| Q36_06: In my unit or organization we... provide each other with helpful coaching and counseling. | 2% | 7% | 10% | 13% | 45% | 32% | 77% | 3.98 | 0.98 | 7468 |
| Q17_05: My unit/organization cares about and supports the needs of my family/personal concerns. | 4% | 8% | 11% | 15% | 41% | 32% | 74% | 3.91 | 1.05 | 7464 |
| Q17_07: In my unit/organization, professional contribution is properly acknowledged and recognized. | 3% | 9% | 12% | 15% | 42% | 31% | 73% | 3.88 | 1.05 | 7467 |
| AVERAGE | 3% | 7% | 10% | 13% | 43% | 34% | 77% | 4.0 | 1.00 | 7469 |

The finding on Item Q36_06 (77% “agree or strongly agree”) regarding coaching and counseling within the unit (figure 81) is similar to perceptions that one’s leader provides helpful coaching and counseling (Item Q36_02, Item Q28_02, see figure 61, above).

Regarding perceptions of one’s leader, 69% of respondents “agreed or strongly agreed” that their leader provided helpful coaching and counseling concerning performance of duty. Fewer, (65%) “agreed or strongly agreed” their leader provided helpful coaching and counseling concerning character.

However, since the percentage in table 37 is higher within the unit or organization than for leaders, there may be peer to peer coaching and counseling beyond that offered by the leader. If true, this is a positive result.

There is also a meaningful relationship (correlation = 0.464) between perceptions that one’s peers accept their responsibilities as stewards of the profession (Item Q37_04) and perceptions that the coaching and counseling is evident in the unit or organization environment (Item Q36_06).

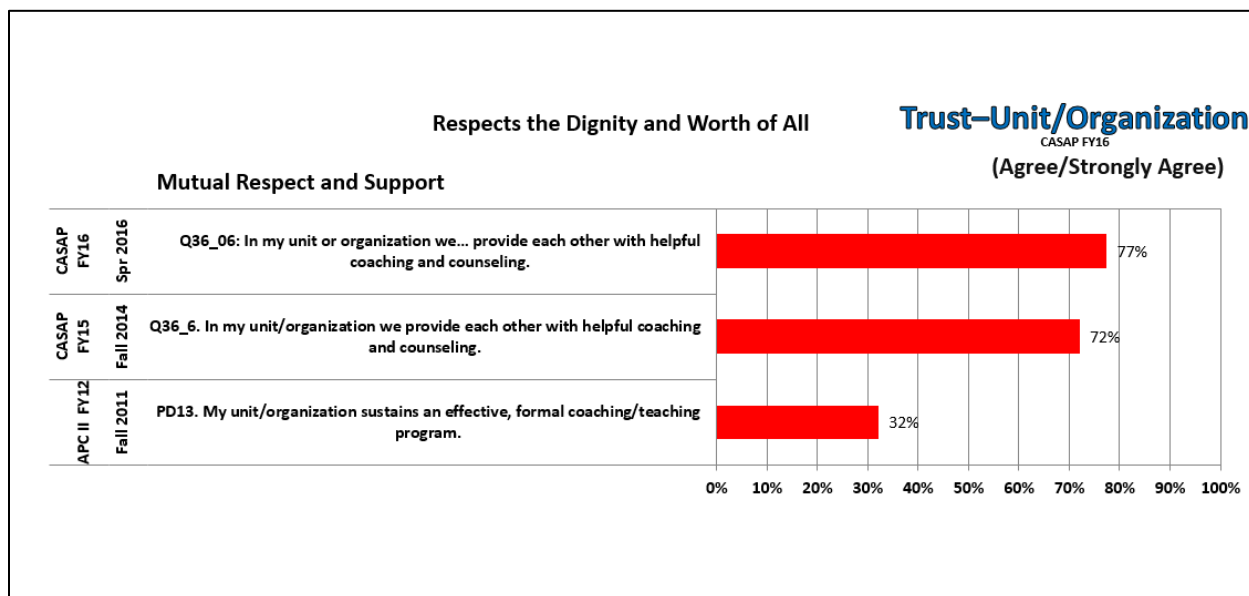


Figure 82. CASAP FY16, predecessor items, perceptions of respect within unit/organization

The apparent improvement between APC Survey II and CASAP FY15, may be due, in part, to the rewording of the item. There is an observable improvement on CASAP FY16 in contrast to last year’s survey. However, the magnitude of this difference is considered negligible (Cohen’s $d = 0.16$). It is nonetheless in a positive direction and efforts to strengthen this finding should continue.

TRUST IN UNIT/ORGANIZATION

BASED ON RESPONDENTS' PERCEPTION OF THE UNIT/ORGANIZATIONS' DEMONSTRATED

ETHICAL CLIMATE

(CHARACTER, COMPETENCE, AND COMMITMENT)

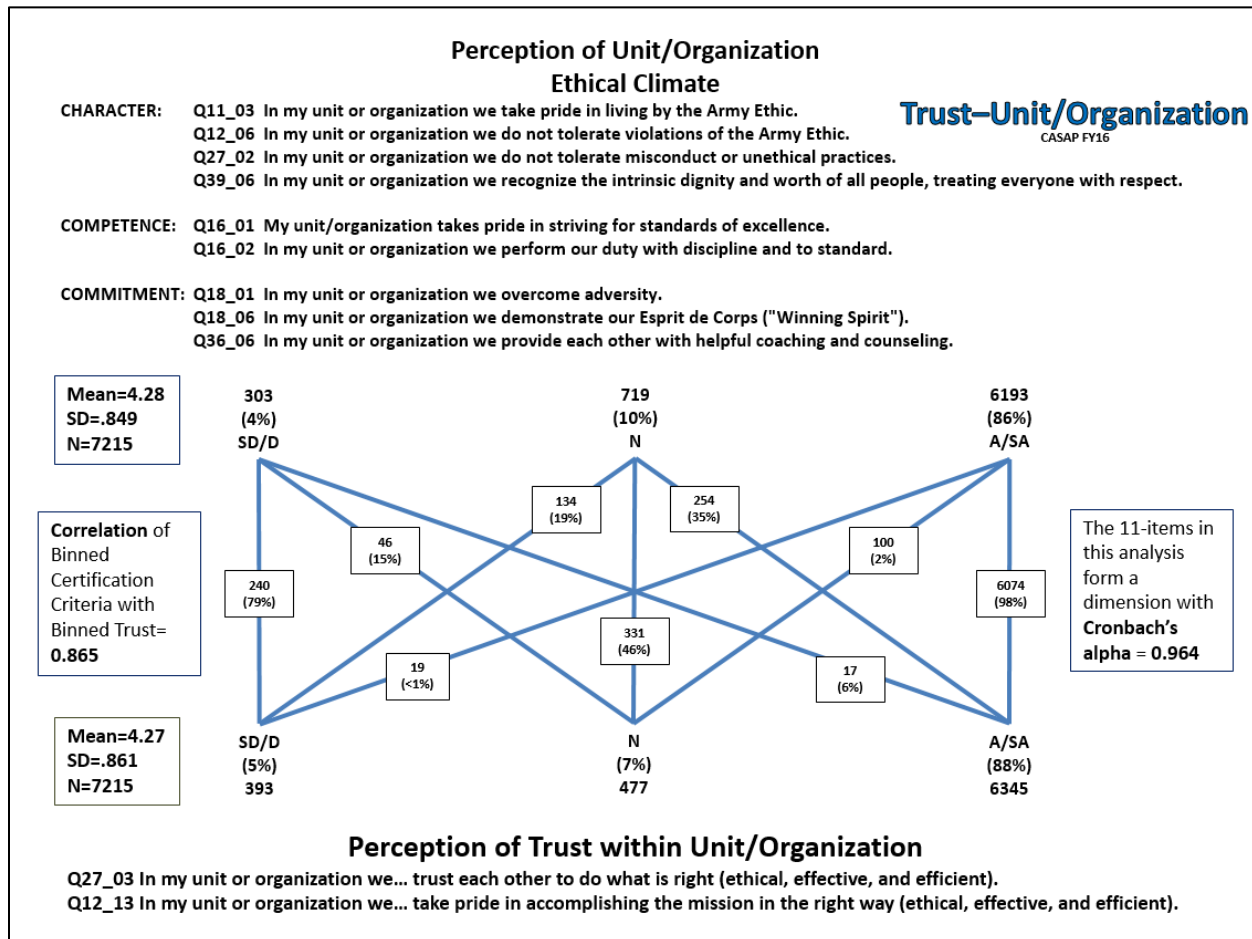


Figure 83. CASAP FY16, Relationship between perception of unit/organization trust and demonstration of character, competence, and commitment (ethical climate).

Ethical climate within the unit or organization is related to mutual trust and cohesion -- as measured by the items displayed in figure 83, above. Indicators of ethical climate can be thought of as the "character, competence, and commitment" of the unit or organization. When these are present, it is far more likely that members of the unit or organization perceive that there is a sense of trust and pride in accomplishing the mission, in the right way. These results are similar to findings regarding one's leader, peers, and subordinates (figures 64, 69, 73).

The percentage of respondents who "agree or strongly agree" their unit or organization demonstrates the qualities on the top line of the graphic (86%) is similar to the percentage who "agree or strongly agree"

that within the unit or organization there is mutual trust and pride in accomplishing the mission, in the right way (88%).

However, given that respondents perceive an ethical climate, the percentage who perceive that there is mutual trust and pride in mission accomplishment climbs to 98%. It is very unlikely that a unit or organization that is not perceived to be ethical (14%), will then be perceived as having mutual trust and unit pride in accomplishment – as measured by items on the bottom of the graphic (27% in contrast to 88% overall).

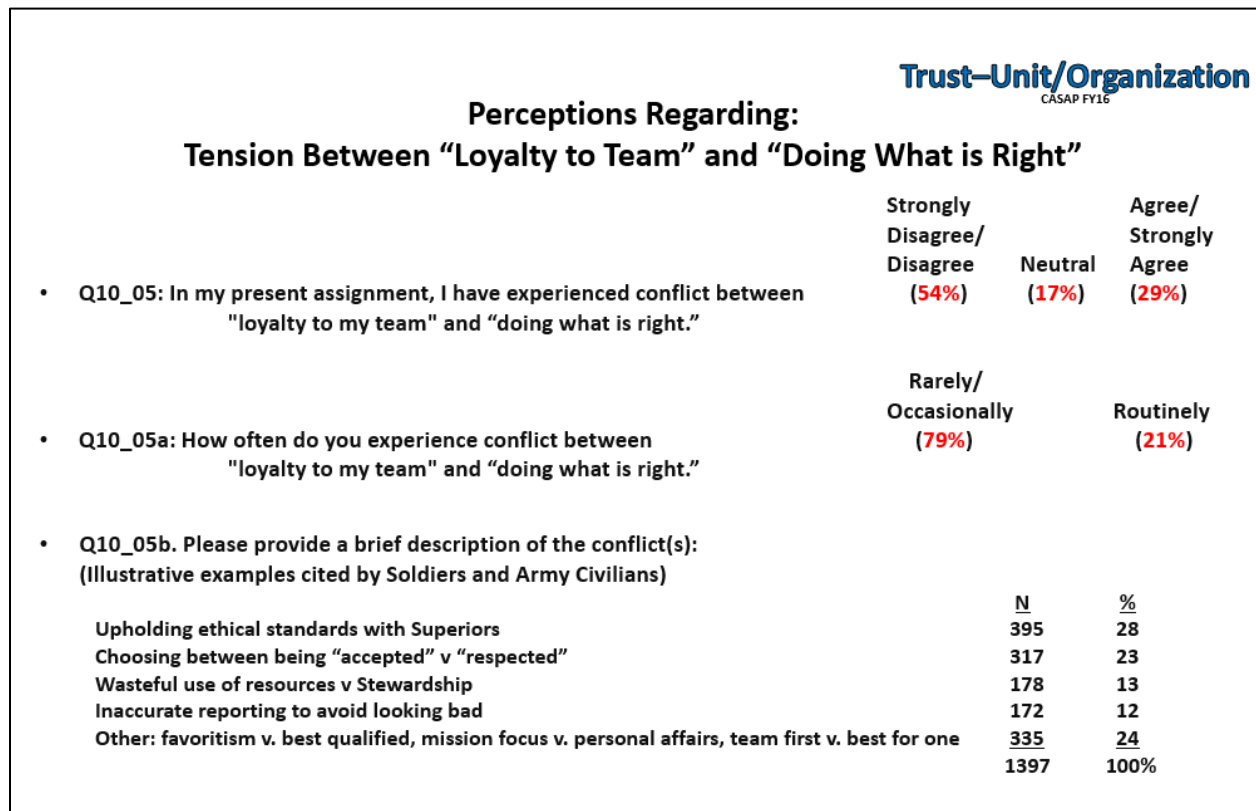


Figure 84. CASAP FY16, perceptions of tension between “Loyalty to team” and “Doing what is right”

Respondents were asked to reply to Item Q10_05: “In my present assignment, I have experienced conflict between "loyalty to my team" and “doing what is right.” Those respondents who “agreed or strongly agreed” (29%) were then asked to further address this perception in Items Q10_05a and Q10_05b.

Item Q10_05a: “How often do you experience conflict between ‘loyalty to team’ and ‘doing what is right’.” The results were “routinely” (21%) or “occasionally, rarely, or on one occasion” (79%).

Those who “agreed or strongly agreed” were also invited to provide details of their experiences in free response Item Q10_05b: “Please provide a brief description of the conflict(s).”

Of the valid free responses provided, 26% were from those whose response to Q10_05a was that this was a routine occurrence. The remaining 74% of the valid free responses were from those whose response to Q10_05a was that this occurred either “occasionally, rarely, or on one occasion.”

Their comments are aggregated as shown below (tables 38 and 39). Approximately 1400 comments are included in this summary.

Table 38. CASAP FY16, perceptions of tension, Item Q10_05b grouped free responses

| Q10_05b. Please provide a brief description of the conflict(s) between "loyalty to my team and "doing what is right": | N | % |
|--|-------------|-------------|
| Classification of Response | | |
| Upholding ethical standards with superiors | 395 | 28 |
| Choosing between being "accepted" v "respected" | 317 | 23 |
| Wasteful use of resources v stewardship | 178 | 13 |
| Favoritism v best qualified | 42 | 3 |
| Inaccurate reporting to avoid “looking bad” | 172 | 12 |
| Team first v “best for one” | 194 | 14 |
| Mission focus v personal affairs | 99 | 7 |
| Total | 1397 | 100% |

Table 39. CASAP FY16, perceptions of tension, Item Q10_05b illustrative free responses

| Q10_05b. Please provide a brief description of the conflict(s) between "loyalty to my team" and "doing what is right": | |
|---|--|
| Upholding ethical standards with superiors | "I work for a toxic leader who has brief moments of professional demeanor. I recognize that it is my duty to report this leader, but the risk of retribution is not worth the trouble unless something extremely illegal transpires." |
| | "I frequently disagree with my command on how to carry out the mission in a safe and efficient manner; and I will not tolerate violations of regulations or compromise the safety of our Soldiers in the name of supporting my superior." |
| Choosing between being "accepted" vs "respected" | "When I call Soldiers out on what is right I am looked upon as being disloyal to the team." |
| | "I disagreed with my commander, risked my career because I stood for what was right, and objected to situations that were unethical and unmoral." |
| Wasteful use of resources v Stewardship | "Doing what is right includes following procedure and protocol; however being a professional includes being a good steward of Army resources. Frequently leadership is unwilling to prevent and stop the wasteful use of resources." |
| | "Whether or not to spend money just so it's there the following year." |
| | "I have to keep my fellow NCO's from taking Gov't property home for personal use. They object to my interference." |
| Favoritism vs best qualified | "Favoritism - leadership select favorites for the best opportunities that will enhance their careers, selections should be based on merit and who is best qualified." |
| | "APFT's should be observed and administered by third parties and not by peers that bend the rules for one another." |
| Inaccurate reporting to avoid looking bad | "The boss likes to inflate reports to give the impression things are better than they are. If we don't support it we end up in a bind. We feel if we elevate it, it would only get us in trouble." |
| | "Not wanting to fully pay contractors for work that is incomplete, being forced to sign off on things when they aren't accurate, back dating documents, keeping my mouth shut when I hear management lying. I reported an employee for falsifying documents and was criticized for not being a team player." |
| Team first vs best for one | "I often feel I have to sacrifice because others neglect their duty. I have to cover for others to ensure we are ready for inspection and can complete the mission." |
| | "I do my duty and support my officers. However, they should not neglect their duties and pass them off on NCO's." |
| Mission focus vs personal affairs | "There are a lot of decisions made that are of benefit to my organization and the senior leadership but are at the expense of subordinates and supporting units." |
| | "Loyalty to the mission must come before loyalty to any individual." |

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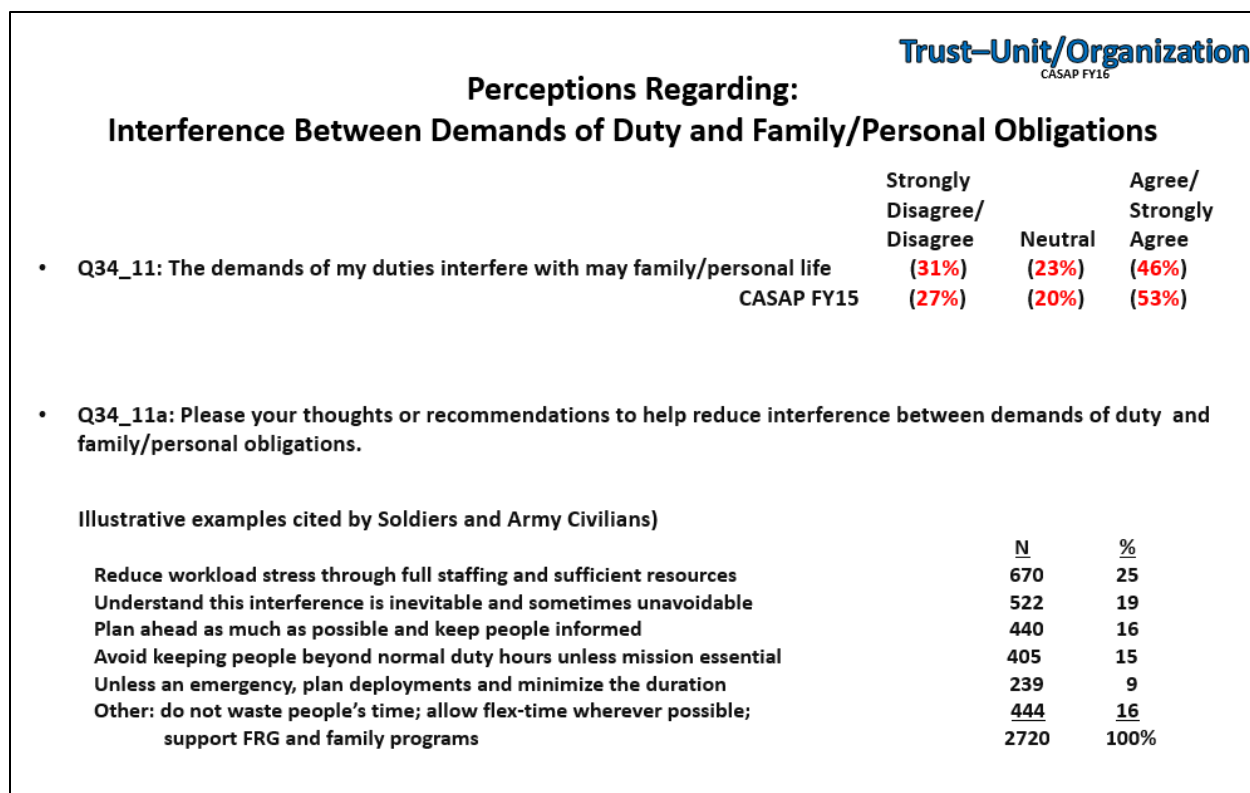


Figure 85. CASAP FY16, perceptions of interference between duty and family/personal obligations

Results on this item are very similar to findings on CASAP FY15. There is an observable reduction in the percentage who “agree or strongly agree” they experience this tension (CASAP FY16 = 46%; CASAP FY15 = 56%). However, the improvement is considered to be small (Cohen’s $d = -0.17$).

Those respondents who “agreed or strongly agreed” that demands of duty interfered with their personal/family life were offered the opportunity to provide a free response illustrating the nature of the interference and their thoughts regarding how this interference might be redressed.

Their aggregated comments are presented below (tables 40 and 41). Just over 2700 comments are included in this summary. Recommendations are classified into the categories depicted in table 40, below, organized in descending order of frequency.

Table 40. CASAP FY16, perceptions of interference, Item Q34_11a grouped free responses

N = Number of responses

| Q34_11a. Please provide your thoughts or recommendations to help reduce interference between demands of duty and family/personal obligations: | # | % |
|--|-------------|-------------|
| Reduce workload stress through full staffing and sufficient resources | 670 | 25 |
| Understand this interference is inevitable and sometimes unavoidable | 522 | 19 |
| Plan ahead as much as possible and keep people informed | 440 | 16 |
| Avoid keeping people beyond normal duty hours unless "mission essential" | 405 | 15 |
| Unless an emergency, plan deployments and minimize duration | 239 | 9 |
| Allow flex-time wherever possible | 167 | 6 |
| Reduce time spent on training | 110 | 4 |
| Support FRG and family programs | 84 | 3 |
| Provide annual COLA and benefits (e.g., child-care) | 83 | 3 |
| Total | 2720 | 100% |

Table 41. CASAP FY16, perceptions of interference, Item Q34_11a illustrative free responses

| Q34_11a. Please provide your thoughts or recommendations to help reduce interference between demands of duty and family/personal obligations: | |
|--|---|
| Reduce workload stress through full staffing and sufficient resources | "Lessen the distractions (e.g., constant meetings and paperwork) on leaders so they have sufficient time for subordinates and family." |
| | "The volume of items I deal with is incredibly fatiguing which cuts into my personal time to include mental health, physical health, and emotional well-being." |
| Understand this interference is inevitable and sometimes unavoidable | "Anyone who has been in the service for any length of time knows the mission comes first." |
| | "I am not operating under the belief that the interference SHOULD be reduced ... this is what it means to 'serve'." |
| Plan ahead as much as possible and keep people informed | "Leaders need to understand that not everything is a priority. They need to clearly articulate what are the priorities, limit unnecessary work." |
| | "Better planning for future activities; stop un-forecast short suspenses, unless absolutely necessary; set priorities and act accordingly." |
| Avoid keeping people beyond normal duty hours unless mission is essential | "Enforce a reasonable work hour policy." |
| | "Work towards goals, not hours." |
| Unless an emergency, plan deployments and minimize duration | "Family cannot fully recover from multiple one year deployments." |
| | "Eliminate deployments without a worthy cause." |
| Allow flex-time wherever possible | "For married Soldiers and Army Civilians, work schedules should be coordinated to allow spouses to have the best time off to care for children." |
| | "The Army should embrace telework as a hiring incentive, a means to retain talent, and as a support for working parents." |
| Reduce time spent on training | "The repetitive annual training that we are forced to complete (EO, SHARP, SERE, etc.) takes some time away that could be used with our families." |
| | "In the Army we do a lot of unnecessary 'mandatory' training. The administrative burden interferes with military skill training and family life." |
| Support FRG and family programs | "Increase child care and education opportunities on post." |
| | "Not all spouses trust non-Army child care." |
| Provide additional compensation and benefits | "I often have to spend my own money to fix my computer to be able to work with the Army's system." |
| | "Limited benefits are given to Reservists. I can only get full benefits when deployed. Even to have some of these active duty benefits would be helpful." |

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Approximately one-third of respondents “strongly disagreed or disagreed” that the demands of their duties interfere with their family/personal life. This is not unexpected and is consistent with findings on CASAP FY15. It is noteworthy that women are less likely than men, to a small degree (Cohen’s $d = 0.31$) to experience this interference. In contrast, and understandably, Soldiers experience the interference to a greater degree than Army Civilians (Cohen’s $d = 0.61$, which is considered to be a medium difference). See figure 86, below.

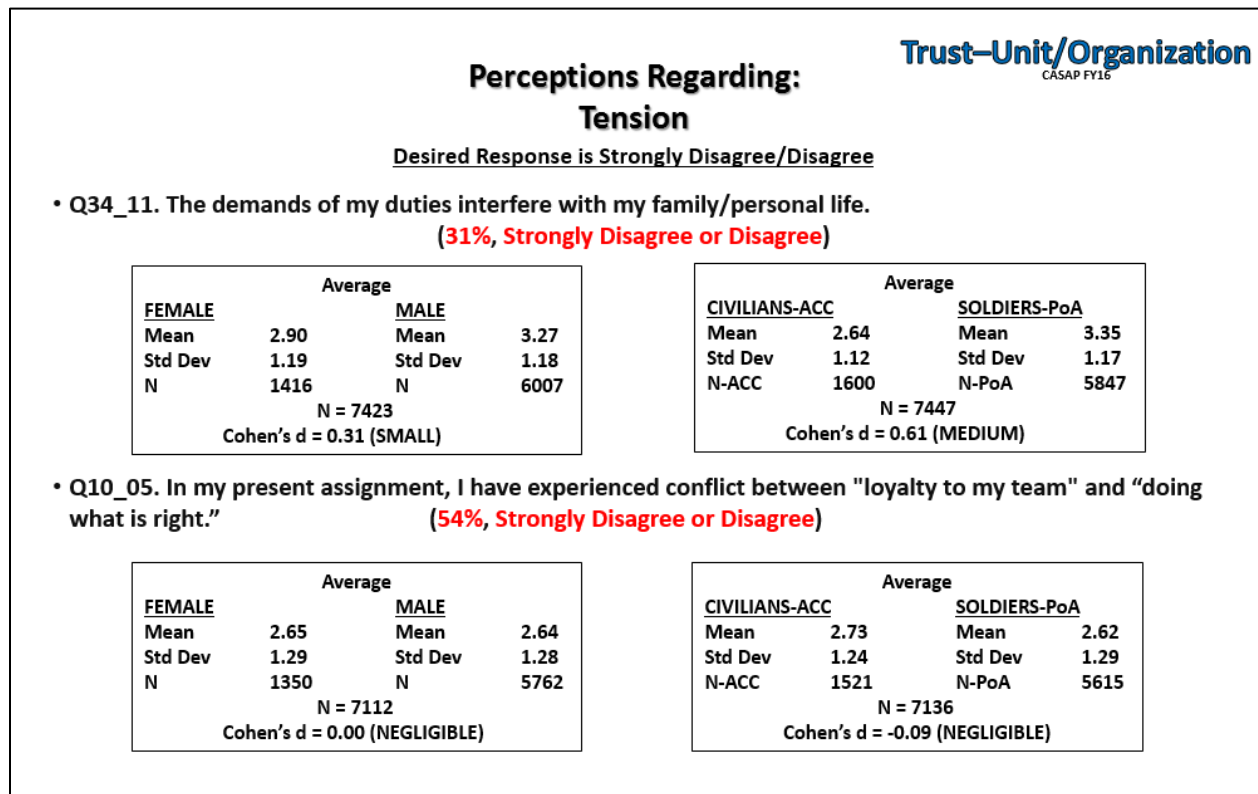


Figure 86. CASAP FY16, differences in perceptions of interference and tension

Approximately 30% of Army professionals “agree or strongly agree” they have experienced conflict, in their present assignment, between “loyalty” to their team and doing what is “right.” There is no difference in the response pattern between men and women. Similarly, results are consistent in all components and both communities of practice.

Training and Education

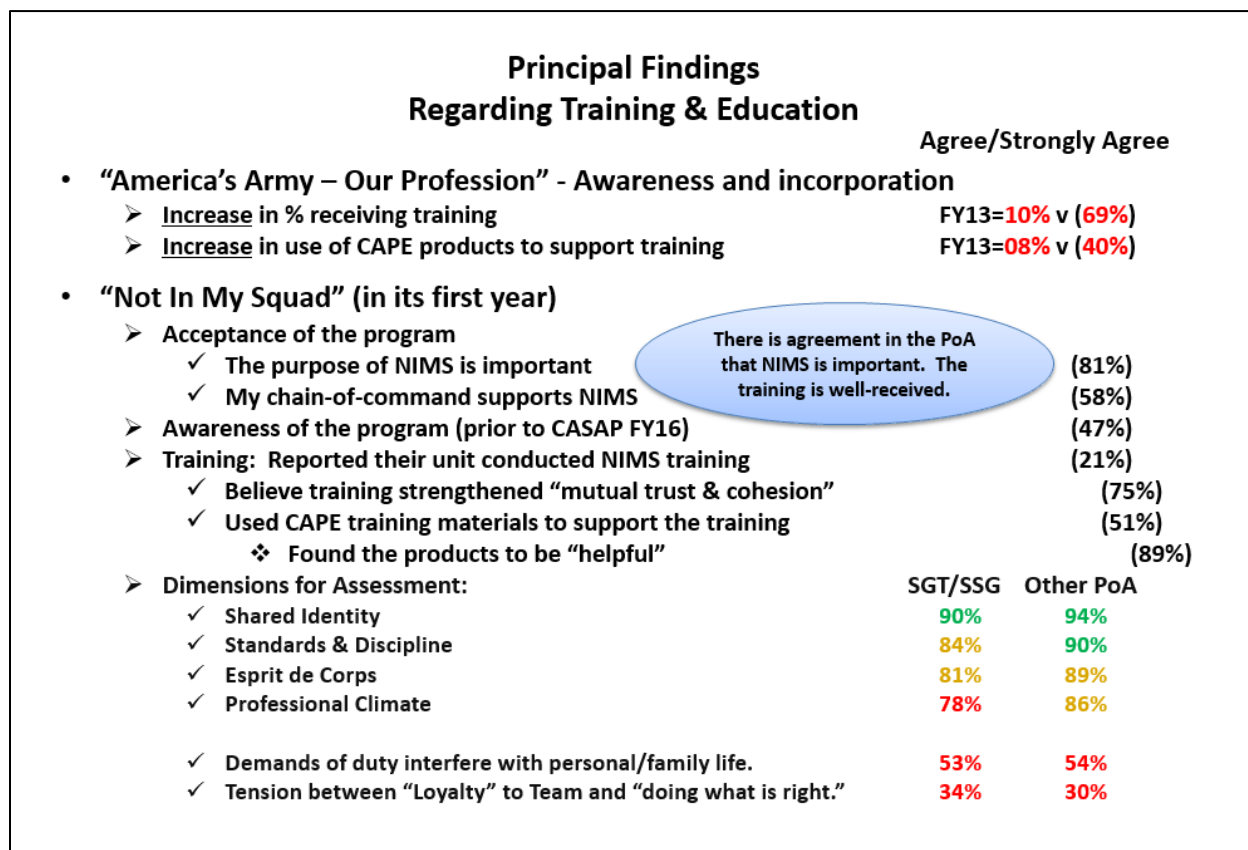


Figure 87. CASAP FY16, Army Profession Training & Education

Following the Army Profession Campaign, which concluded in FY12, the Secretary of the Army and Army Chief of Staff approved the first “America’s Army – Our Profession” (AA – OP) education and training program (2013) to help promulgate understanding of the Army as a profession and to strengthen the *State of the Army Profession*. To help assess the effectiveness of AA – OP, Army surveys, beginning in the 1st QTR FY 13, included various items pertaining to Army professionals’ awareness and acceptance of the AA – OP themes.

On CASAP FY16, 69% (Item Q19_02) of respondents “agreed or strongly agreed” that their unit or organization conducted training on the AA – OP theme. This is an increase over findings from CASAP FY 15 (56%). Specifically, 46% (Item Q20_02) “agreed or strongly agreed” they had received training on the FY 16/17 AA – OP Theme, “Living the Army Ethic” – *Why and How We Serve*. These results reflect a steady increase in the proportion of Army professionals who are receiving training and using CAPE products since the program’s inception. See figures 88, 89 and table 42, below.

In June 2015, the Sergeant Major of the Army established the “Not In My Squad” (NIMS) initiative as a grassroots effort to inspire and motivate junior Army leaders (i.e., Squad level leaders) to accept and act on their responsibility to enhance mutual trust and cohesion within their teams. The initiative includes

facilitated workshops and developmental resources to help Squad level leaders to strengthen discipline and the professional climate within their units. At the direction of the Commanding General, TRADOC, CASAP FY16 addressed knowledge and acceptance of the NIMS initiative.

Over 80% (Item Q38_02) of respondents “agreed or strongly agreed” that the purpose of NIMS, as stated in figure 90, below, is important. Almost 60% (Item Q38_03) “agreed or strongly agreed” that their chain of command would be supportive of the initiative. This finding may be influenced by respondents’ uncertainty about their chain of command being aware of NIMS. For example, a significant minority (30%) replied with “neither agree nor disagree” indicating they were unsure. As shown in results on Item Q38_01, below, the majority of respondents were unaware of the initiative until it was described in the survey. Nonetheless, about 20% (Item Q38_04) of respondents reported that their unit had conducted NIMS training. Of these, 75% (Item Q34_08a) believed the training strengthened mutual trust and cohesion. About one-half of those who reported their unit conducted NIMS training (Item Q34_08b) also reported they had used CAPE products to support the training and almost 90% (Item Q34_08b(1)) of these respondents found the products to be “helpful.”

In order for Squad Leaders to establish an ethical climate (supporting decisions and taking actions consistent with the moral principles of the Army Ethic), they must have a “picture” of what an ethical climate should include and some sense of the state of the present climate within their unit. Accordingly, based on feedback from the initial NIMS workshop (June 2015), led by the SMA, and facilitated by the Army Research Institute and CAPE, four key topics were identified: Shared Identity, Standards and Discipline, Esprit de Corps, and Professional Climate. The resource supporting these topics is available for use by leaders in any unit or organization to assess the state of mutual trust and cohesion: <http://cape.army.mil/not-in-my-squad/#>. The items on this resource were adapted from similar items on CASAP FY16. See figures 91-94, below.

America's Army – Our Profession:

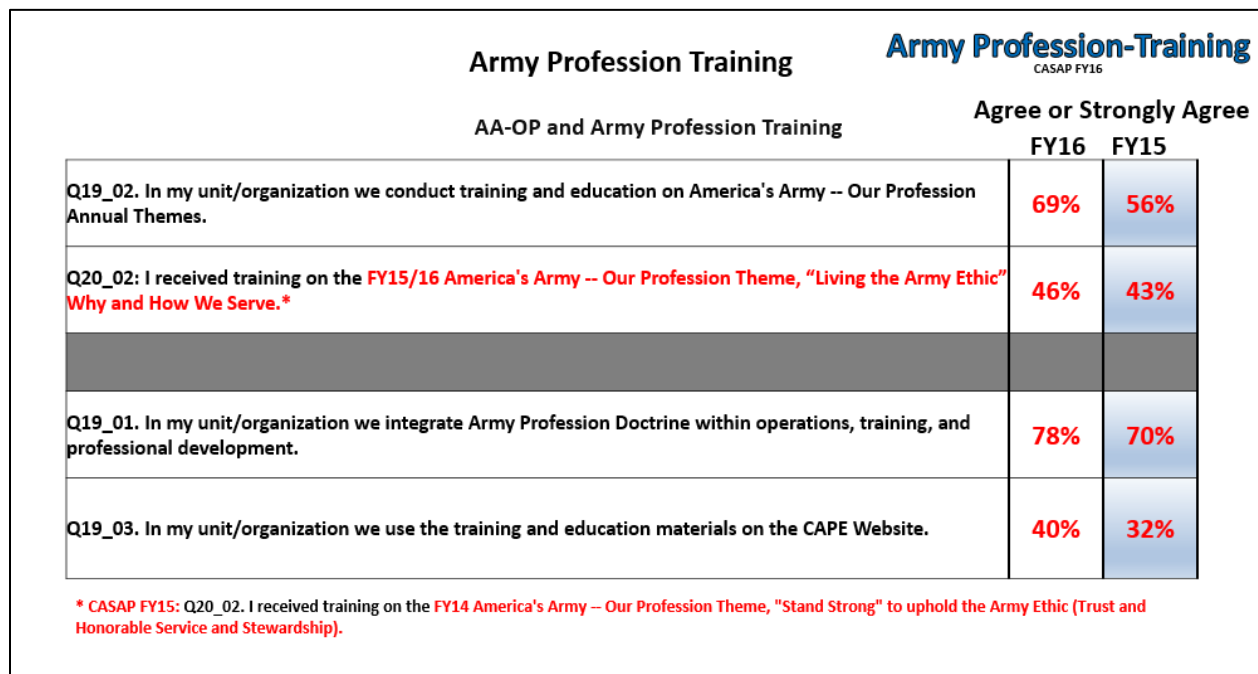


Figure 88. CASAP FY16, Army Profession Training

Results on these items all indicate an improvement over the previous CASAP FY15 (figure 88). This indicates that the awareness of AA – OP, Army Profession doctrine (ADRP 1), and the availability and utility of CAPE training products at <http://cape.army.mil> is increasing. Army strategic messaging (e.g., ALARACT, STAND-TO!, Army Profession Seminars, etc.) are helping to promulgate the themes and doctrine. The magnitude of the differences, as measured by Cohen's d are all considered to be small or negligible, they are nonetheless in a positive direction.

Table 42. CASAP FY16, Army Profession Training

| AA-OP and Army Profession Training | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----|-----|------|-----|-----|-----|------|------|------|------|
| Q19_02: In my unit or organization we... conduct training and education on America's Army -- Our Profession Annual Themes. | 4% | 10% | 14% | 17% | 41% | 29% | 69% | 3.81 | 1.08 | 7323 |
| Q20_02: I received training on the FY15/16 America's Army -- Our Profession Theme, "Living the Army Ethic" Why and How We Serve. | 12% | 25% | 37% | 18% | 26% | 19% | 46% | 3.16 | 1.31 | 7094 |
| Q19_01: In my unit or organization we... integrate Army Profession Doctrine within operations, training, and professional development. | 2% | 6% | 8% | 14% | 45% | 33% | 78% | 4.01 | 0.94 | 7398 |
| Q19_03: In my unit or organization we... use the training and education materials on the CAPE Website. | 8% | 17% | 25% | 35% | 25% | 16% | 40% | 3.23 | 1.15 | 6912 |

Efforts to disseminate the message will continue in the coming year and will be reassessed in CASAP FY18 in the first quarter of the coming fiscal year. As shown at table 42, above, there is opportunity for

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commanders and organizational leaders to effect an improvement on Items Q19_03 and Q20_02 by scheduling discussion of the FY 17/18 AA – OP theme, *One Army, Indivisible* as part of their professional development training and education programs.

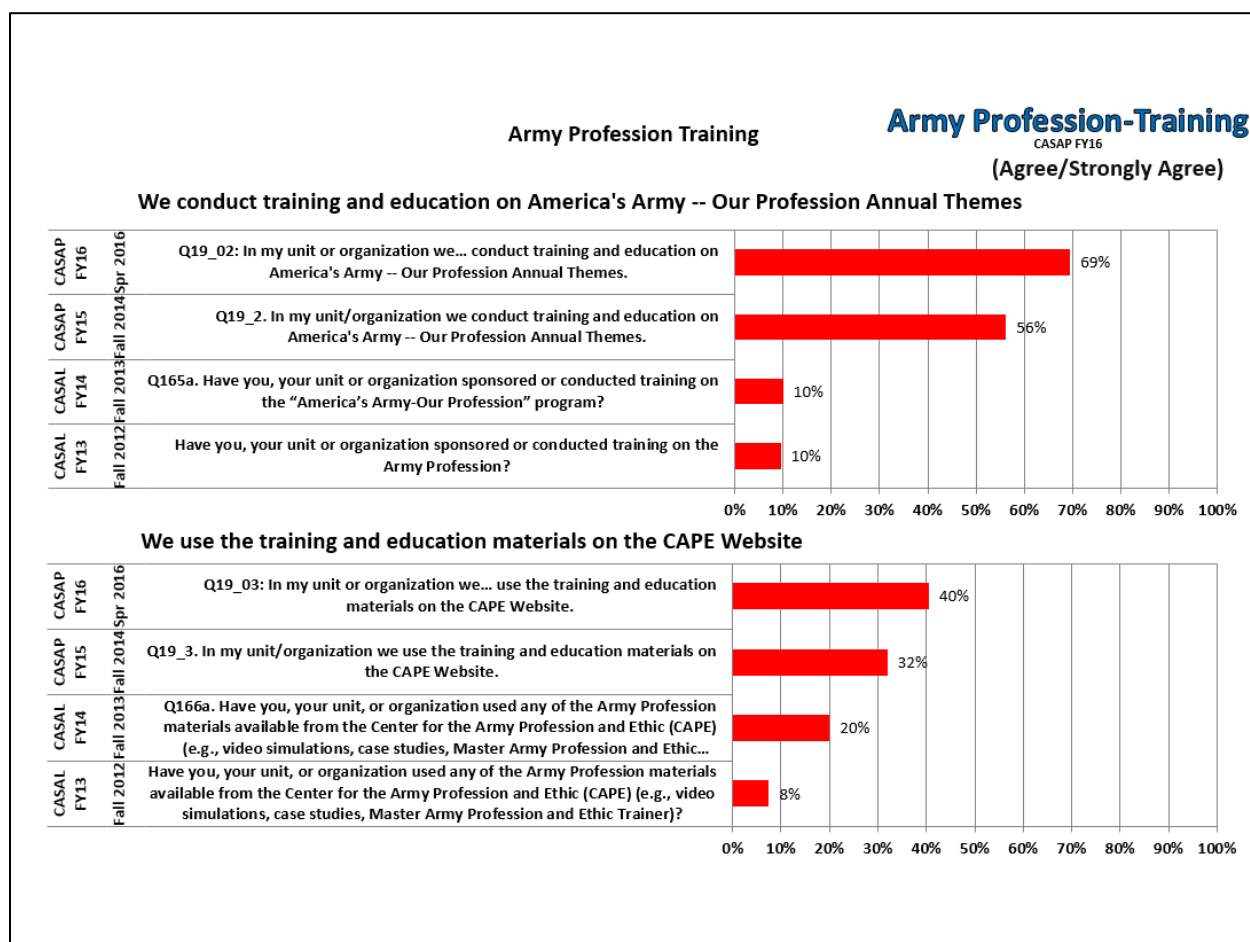


Figure 89. CASAP FY16, predecessor items, Army Profession Training

These results (figure 89, above) demonstrate a steady increase in the percentage of respondents who “agree or strongly agree” they have received training on the Army Profession and have used the training materials available on the CAPE website: <http://cape.army.mil>. Training and education within the unit or organization Army Profession doctrine and the AA – OP theme can contribute to satisfying annual training requirements.

Not In My Squad:

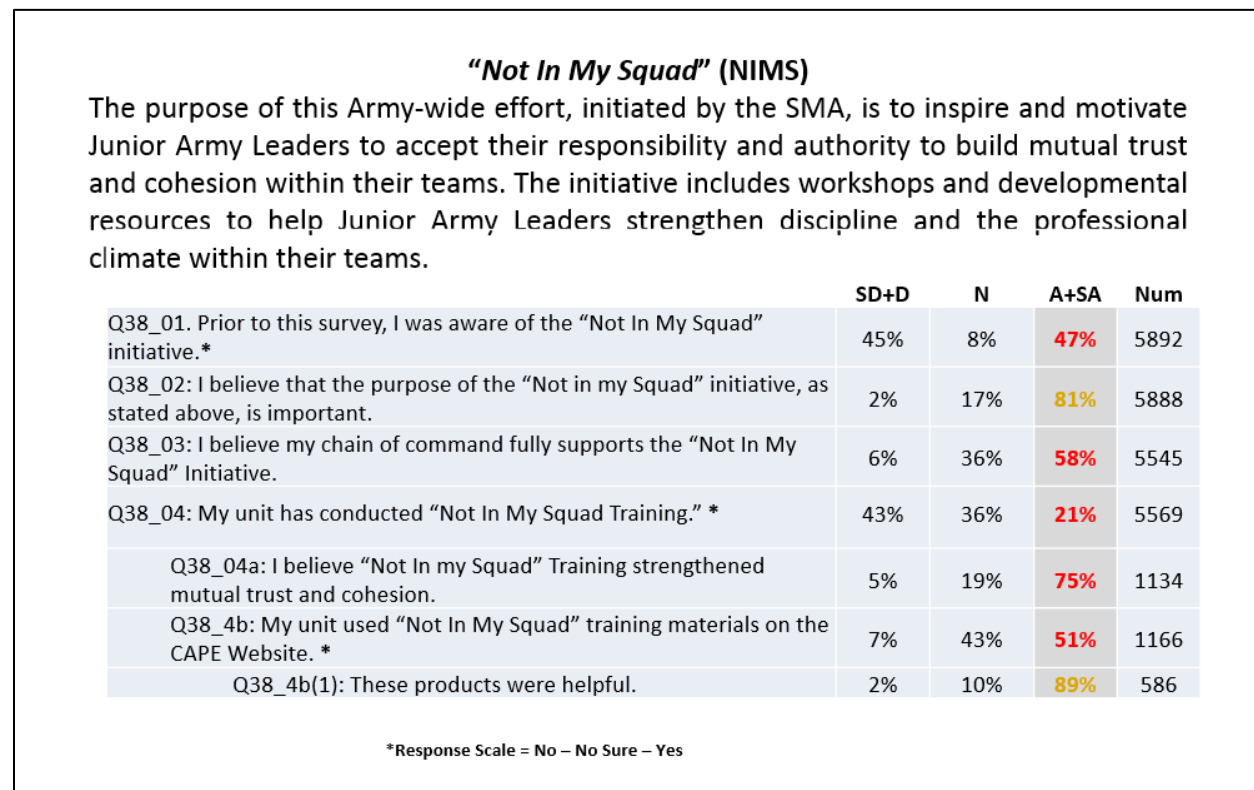


Figure 90. CASAP FY16, NIMS, “Not in My Squad”

The purpose of the Sergeant Major of the Army’s NIMS initiative is to help inspire and motivate Squad level Army leaders to accept their responsibility and exercise their authority to strengthen mutual trust and cohesion within their teams (figure 90). This effort began in June 2015. Following the first interaction with Squad level leaders to determine the major challenges and issues they faced, Army Research Institute and CAPE designed NIMS workshops to be provided at installations around the Army. Accordingly, the Commanding General TRADOC directed that CASAP FY16 assess the awareness and acceptance of the NIMS effort. The NIMS initiative was announced by STAND-TO!

(https://www.army.mil/standto/archive_2015-06-09)

In addition, NIMS was a major topic of discussion at the Senior NCO panel at AUSA October, 2015. Finally, prior to CASAP FY16 being distributed to the field (1 April 2016), ARI and CAPE had conducted four NIMS workshops.

Table 43. CASAP FY16, Army

| "Not In My Squad" | SD | D | SD+D or No | Neither or Not Sure | A | SA | A+SA or Yes | Mean | StD | # |
|--|-----------|----------|-------------------|----------------------------|----------|-----------|--------------------|-------------|------------|----------|
| Q38_01. Prior to this survey, I was aware of the "Not In My Squad" initiative. | | | 45% | 8% | | | 47% | | | 5892 |
| Q38_02: I believe that the purpose of the "Not in my Squad" initiative, as stated above, is important. | 1% | 1% | 2% | 17% | 35% | 45% | 81% | 4.2 | 0.83 | 5888 |
| Q38_03: I believe my chain of command fully supports the "Not In My Squad" Initiative. | 2% | 4% | 6% | 36% | 29% | 30% | 58% | 3.8 | 0.99 | 5545 |
| Q38_04: My unit has conducted "Not In My Squad Training." | | | 43% | 36% | | | 21% | | | 5569 |
| Q38_04a: I believe "Not In my Squad" Training strengthened mutual trust and cohesion. | 2% | 4% | 5% | 19% | 39% | 37% | 75% | 4.1 | 0.93 | 1134 |
| Q38_04b: My unit used "Not In My Squad" training materials on the CAPE Website. | | | 7% | 43% | | | 51% | | | 1166 |
| Q38_04b(1): These products were helpful. | 1% | 1% | 2% | 10% | 44% | 45% | 89% | 4.3 | 0.75 | 586 |

As a result of the various means, as described above, by which the NIMS initiative was announced throughout the Army, 47% of respondents (Item Q38_01, table 43) reported they were aware of NIMS prior to CASAP FY16. Regardless, over 80% of respondents "agreed or strongly agreed" that the purpose of NIMS as stated in figure 90 is important (Item Q38_02). Most respondents "agreed or strongly agreed" that their chain of command would support the NIMS initiative (Item Q38_03). About 1/5th of respondents reported their unit or organization had conducted NIMS training (Item Q38_04). Of those, 3/4th believe the training was beneficial (Item Q38_04a). For those who reported they conducted NIMS training, over half said the training was supported by CAPE products. Approximately 90% of these respondents reported that the products were helpful (Item Q38_04b(1)). See table 43, above.

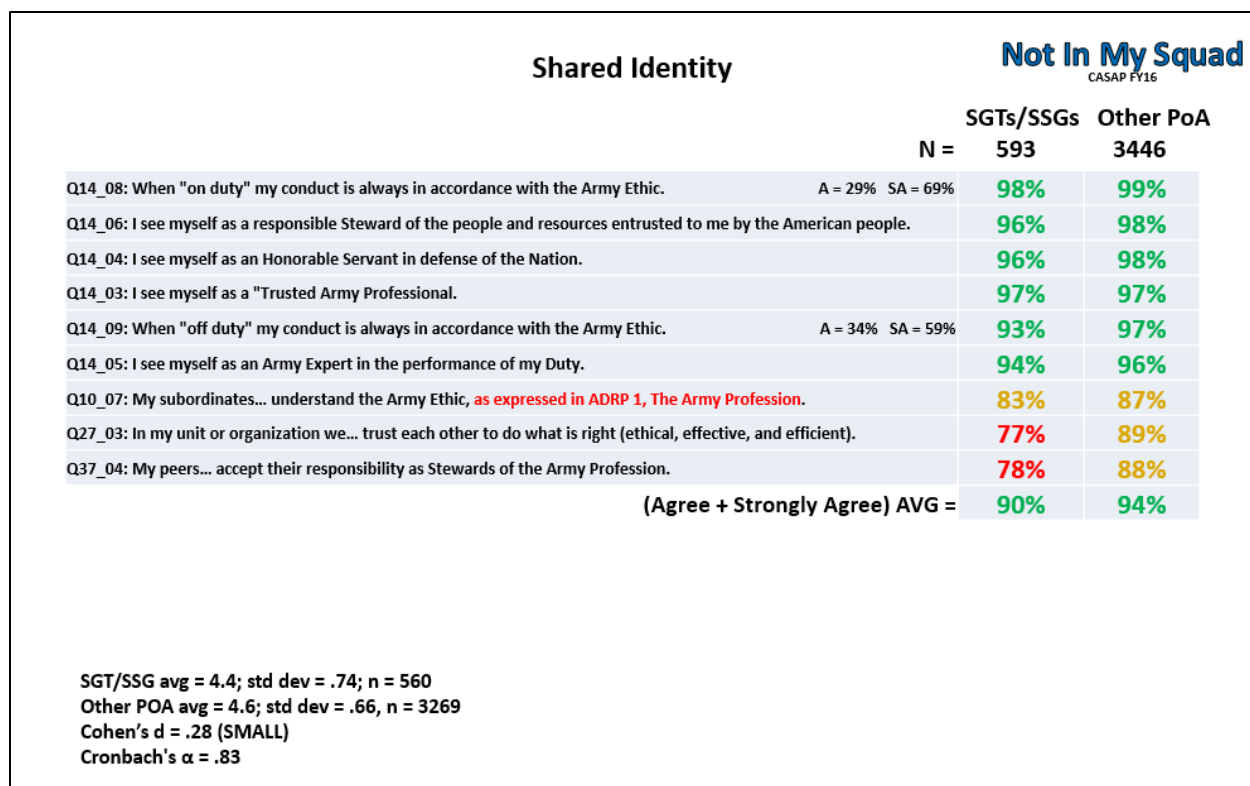


Figure 91. CASAP FY16, NIMS, Shared Identity

The Army philosophy and doctrine of Mission Command is based on cohesive teamwork, mutual trust, and shared understanding and purpose (ADP 6-0, para 5-7). The squad is the foundational team upon which the Army builds its formations. To support Squad Leaders in fulfilling their responsibilities to strengthen shared identity, uphold standards and discipline, strengthen esprit de corps ("Winning Spirit") within the team, and establish a professional (ethical) climate CAPE constructed a resource to assess the state of mutual trust and cohesion within the Squad.

(<http://cape.army.mil/not-in-my-squad/#>)

The items in that resource were adapted from CASAP FY15/16. Each item in the resource proceeds with the lead-in phrase: "In my Squad we..." To provide a sense of the state of mutual trust and cohesion in Squad size teams in contrast to other size organizations, the items in CASAP FY16 that relate to the items in the Squad leader's resource are displayed in the figures 91-94. The column heading "SGT/SSG" includes results from respondents in those ranks who reported they were responsible for subordinates. The column heading "Other PoA" includes Soldiers in ranks above SSG who reported they were responsible for subordinates.

Displayed in figure 91, above, are nine items from CASAP FY16 that relate to shared identity as *Trusted Army Professionals*. Based on the Squad Leader's own assessment, he or she can gain situational awareness of the degree to which the Squad demonstrates a shared identity. While Squad level NCOs report slightly lower levels of agreement or strong agreement with these nine items, they are nonetheless,

very similar in their response to all other Army leaders. The level of acceptance of shared identity (as measured on this dimension) is relatively consistent across the PoA. Only on items pertaining to understanding the Army Ethic (Item Q10_07), trust in doing what is right (Item Q27_05), and accepting the responsibilities of stewardship (Item Q37_04) are there observable differences between the responses of Squad level leaders and other leaders in the Profession of Arms. This is perhaps understandable given that junior Soldiers have less experience in the Army Profession than do more senior Army leaders.

Table 44. CASAP FY16, NIMS, Shared Identity

| Shared Identity | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-------------|-----------|------------|------------|-------------|-------------|-------------|-------------|
| Q14_08: When "on duty" my conduct is always in accordance with the Army Ethic. | 0% | 0% | 1% | 1% | 26% | 72% | 98% | 4.7 | 0.53 | 7483 |
| Q14_06: I see myself as a responsible Steward of the people and resources entrusted to me by the American people. | 1% | 0% | 2% | 1% | 13% | 85% | 97% | 4.8 | 0.61 | 7470 |
| Q14_04: I see myself as an Honorable Servant in defense of the Nation. | 1% | 0% | 2% | 1% | 12% | 85% | 97% | 4.8 | 0.62 | 7475 |
| Q14_03: I see myself as a "Trusted Army Professional." | 1% | 1% | 2% | 2% | 14% | 83% | 97% | 4.8 | 0.64 | 7445 |
| Q14_09: When "off duty" my conduct is always in accordance with the Army Ethic. | 0% | 1% | 1% | 4% | 34% | 61% | 95% | 4.5 | 0.64 | 7462 |
| Q14_05: I see myself as an Army Expert in the performance of my Duty. | 1% | 1% | 2% | 3% | 27% | 68% | 94% | 4.6 | 0.72 | 7483 |
| Q10_07: My subordinates... understand the Army Ethic, as expressed in ADRP 1, The Army Profession. | 1% | 3% | 3% | 10% | 54% | 32% | 86% | 4.1 | 0.76 | 4446 |
| Q27_03: In my unit or organization we... trust each other to do what is right (ethical, effective, and efficient). | 2% | 5% | 6% | 10% | 46% | 38% | 84% | 4.1 | 0.88 | 7476 |
| Q37_04: My peers... accept their responsibility as Stewards of the Army Profession. | 1% | 4% | 4% | 12% | 50% | 34% | 84% | 4.1 | 0.81 | 7436 |
| AVERAGE | 1% | 2% | 3% | 5% | 29% | 63% | 93% | 4.5 | 0.69 | 7131 |

Table 44, above, displays results on the shared identity dimension for the entire CASAP FY16 sample, including all Army Civilians and Soldiers (whether or not they identified themselves as having subordinates under their leadership). These results are consistent with those of the population displayed in figure 91.

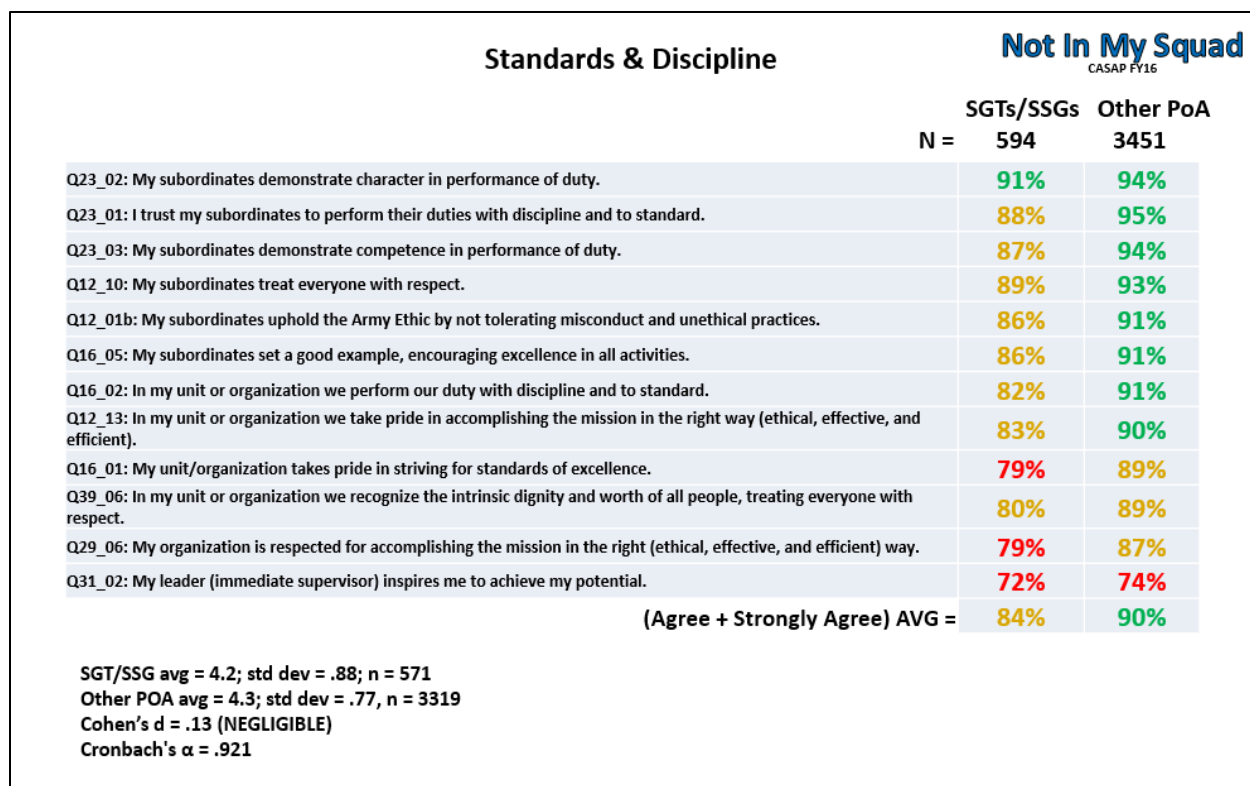


Figure 92. CASAP FY16, NIMS, Standards & Discipline

At figure 92, above, are results from twelve items that form a dimension addressing “Standards and Discipline.” It is noteworthy that Squad level leaders tend to be less confident in the level at which standards and discipline are evident in their subordinates than are more senior Army leaders. These results confirm the importance of NIMS as an initiative that can strengthen this fundamental aspect of honorable service in the Army Profession. By using the training and education products available in the NIMS workshops and on the CAPE website, Squad level leaders may strengthen their team’s commitment to achieving standards and demonstrating discipline in accomplishing the mission and in performance of duty.

Table 45. CASAP FY16, NIMS, Standards & Discipline

| Standards & Discipline | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|-----------|------------|------------|------------|------------|-------------|-------------|
| Q23_02: My subordinates... demonstrate character in performance of duty. | 0% | 1% | 2% | 4% | 47% | 47% | 94% | 4.4 | 0.68 | 4476 |
| Q23_01: I trust my subordinates to perform their duties with discipline and to standard. | 1% | 2% | 2% | 4% | 45% | 49% | 93% | 4.4 | 0.70 | 4507 |
| Q23_03: My subordinates... demonstrate competence in performance of duty. | 0% | 2% | 2% | 5% | 45% | 48% | 93% | 4.4 | 0.69 | 4486 |
| Q12_10: My subordinates... treat everyone with respect. | 0% | 2% | 3% | 5% | 46% | 46% | 92% | 4.4 | 0.73 | 4480 |
| Q12_01b: My subordinates... uphold the Army Ethic by not tolerating misconduct and unethical practices. | 0% | 2% | 3% | 7% | 49% | 42% | 90% | 4.3 | 0.72 | 4471 |
| Q16_05: My subordinates... set a good example, encouraging excellence in all activities. | 0% | 3% | 3% | 7% | 48% | 43% | 90% | 4.3 | 0.74 | 4481 |
| Q16_02: In my unit or organization we... perform our duty with discipline and to standard. | 1% | 3% | 5% | 8% | 47% | 40% | 87% | 4.2 | 0.82 | 7468 |
| Q12_13: In my unit or organization we... take pride in accomplishing the mission in the right way (ethical, effective, and efficient). | 1% | 3% | 5% | 9% | 44% | 43% | 87% | 4.2 | 0.84 | 7462 |
| Q16_01: My unit/organization takes pride in striving for standards of excellence. | 1% | 3% | 5% | 11% | 43% | 42% | 85% | 4.2 | 0.86 | 7471 |
| Q39_06: In my unit or organization we... recognize the intrinsic dignity and worth of all people, treating everyone with respect. | 2% | 5% | 7% | 9% | 44% | 40% | 84% | 4.2 | 0.91 | 7476 |
| Q29_06: My organization is respected for accomplishing the mission in the right (ethical, effective, and efficient) way. | 1% | 4% | 5% | 12% | 43% | 39% | 82% | 4.1 | 0.88 | 7457 |
| Q31_02: My leader (immediate supervisor)... inspires me to achieve my potential. | 4% | 8% | 11% | 17% | 32% | 39% | 71% | 4.0 | 1.09 | 7442 |
| AVERAGE | 1% | 3% | 5% | 9% | 44% | 43% | 86% | 4.2 | 0.83 | 5973 |

Results on the dimension of “Standards and Discipline” for the entire force are shown in table 45. The weakest finding (Item Q31_02) regarding perceptions that one’s leader “inspired me to achieve my potential” can be strengthened by improving perception that the leader (immediate supervisor) provides helpful coaching and counseling (inter-item correlation among Items Q31_02 (above), Q28_02, and Q36_02 (see figure 61)= 0.856).

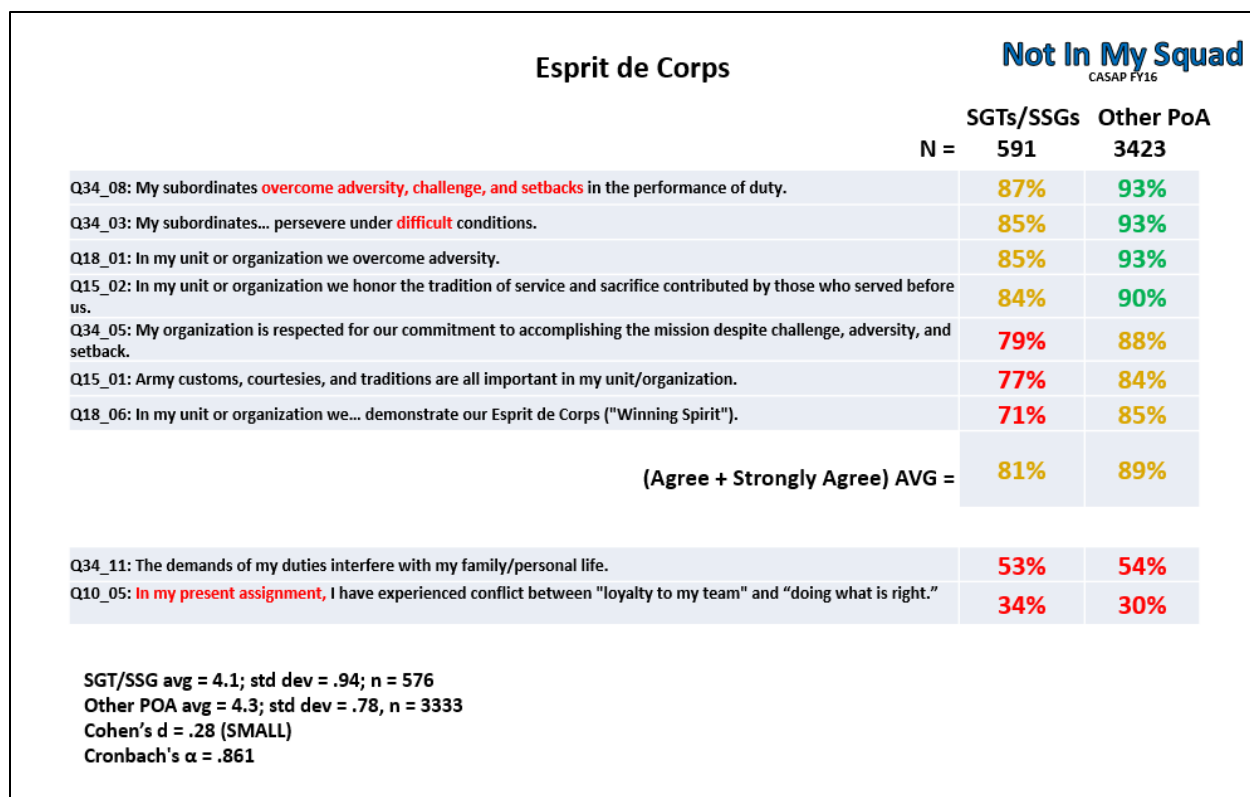


Figure 93. CASAP FY16, NIMS, Esprit de Corps

The items on this dimension of “esprit de corps” (figure 93) are intended to assess the state of the “winning spirit” within the unit or organization. To persevere and win in war and to prevail through adversity across the range of military operations requires spirited, dedicated professionals bound together in a common moral purpose to honorably serve the Nation. The Army Profession has a deep respect for its history and traditions and strives to achieve standards of individual and collective excellence. Army professionals are a cohesive team where mutual trust is reinforced through shared professional identity—living by and upholding the Army Ethic. This collective commitment fortifies esprit de corps (ADRP 1, para 1-28).

As shown above, Squad level leaders are less likely to “agree or strongly agree” with these items than are other leaders in the PoA. Across this dimension, these differences are small (average Cohen’s d = 0.28). It is noteworthy that Squad levels leaders are equally likely to experience interference between demands of duty and personal/family life as are other Army leaders (Item Q34_11).

There is an observable but small difference between Squad level leaders (34%) and other Army leaders (30%) who “agree or strongly agree” that they have experienced tension between “loyalty” to the team and “doing what is right” (Item Q10_05). These results confirm the importance of NIMS as an initiative that may help to reduce the prevalence of this perception.

Table 46. CASAP FY16, NIMS, Esprit de Corps

| Esprit de Corps | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q34_08: My subordinates... overcome adversity, challenge, and setbacks in the performance of duty. | 0% | 2% | 2% | 6% | 47% | 45% | 92% | 4.3 | 0.71 | 4471 |
| Q34_03: My subordinates... persevere under difficult conditions. | 1% | 2% | 3% | 6% | 45% | 46% | 91% | 4.3 | 0.73 | 4427 |
| Q18_01: In my unit or organization we... overcome adversity. | 1% | 2% | 3% | 9% | 46% | 42% | 88% | 4.3 | 0.77 | 7449 |
| Q15_02: In my unit or organization we... honor the tradition of service and sacrifice contributed by those who served before us. | 1% | 4% | 5% | 9% | 42% | 44% | 86% | 4.2 | 0.85 | 7454 |
| Q34_05: My organization is respected for our commitment to accomplishing the mission despite challenge, adversity, and setback. | 1% | 4% | 5% | 11% | 43% | 41% | 84% | 4.2 | 0.87 | 7455 |
| Q15_01: Army customs, courtesies, and traditions are all important in my unit/organization. | 2% | 6% | 8% | 13% | 44% | 35% | 79% | 4.0 | 0.95 | 7430 |
| Q18_06: In my unit or organization we... demonstrate our Esprit de Corps ("Winning Spirit"). | 2% | 6% | 8% | 13% | 42% | 36% | 78% | 4.0 | 0.96 | 7452 |
| AVERAGE | 1% | 4% | 5% | 10% | 44% | 41% | 85% | 4.2 | 0.85 | 6591 |

| | | | | | | | | | | |
|---|-----|-----|-----|-----|-----|-----|-----|-----|------|------|
| Q34_11: The demands of my duties interfere with my family/personal life. | 9% | 22% | 31% | 23% | 31% | 14% | 46% | 3.2 | 1.19 | 7447 |
| Q10_05: In my present assignment , I have experienced conflict between "loyalty to my team" and "doing what is right." | 21% | 33% | 54% | 17% | 20% | 10% | 29% | 2.6 | 1.28 | 7136 |

Items in table 46, above, display results on the seven items forming a dimension related to unit “esprit de corps” and two additional items pertaining to indicators of individual morale (Items Q34_11 and Q10_11). It is not surprising the Army professionals experience interference between demands of duty and personal/family responsibilities. Further study is required to understand the source of this interference and potential support to assist individuals in successfully managing both demands of duty and responsibilities to personal/family matters. Tensions between “loyalty to team” and “doing what is right” should not be an issue. The observation that almost 30% of respondents report this conflict deserves the attention of every leader to determine the cause and to address it within their units and organizations.

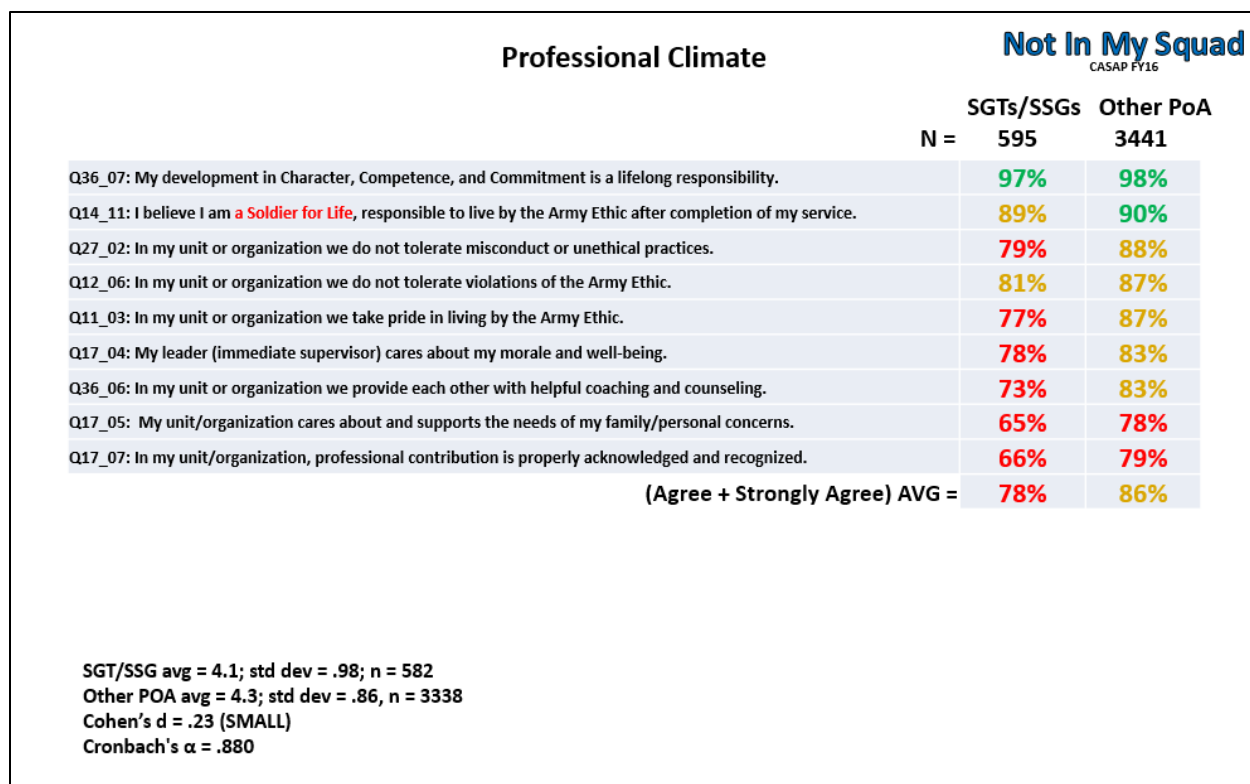


Figure 94. CASAP FY16, NIMS, Professional Climate

Army leaders, at all levels, are responsible for establishing a professional organization and command climate essential for mission command. Organizational climate refers to its members' feelings and attitudes as they interact within their teams. Climate is often driven by observed policies and practices, reflecting the leader's character. A zero-defect mindset, for example, can create conditions in which individuals believe they are not trusted. Unlike culture, that is deeply embedded, climate can be changed quickly, for example, by replacing a toxic leader or correcting dysfunctional practices (ADRP 1, para 3-6; A-3). Displayed above (figure 94) are results from nine items on CASAP FY16 pertaining to the professional climate within the team. In general, Squad level leaders respond with lower levels of "agreement or strong agreement" than do other Army leaders. By focusing on areas where responses are "red," unit leaders can strengthen the professional climate and encourage decisions and actions consistent with the moral principles of the Army Ethic.

Table 47. CASAP FY16, NIMS, Professional Climate

| Professional Climate | SD | D | SD+D | N | A | SA | A+SA | Mean | StD | # |
|--|-----------|-----------|-----------|------------|------------|------------|------------|------------|-------------|-------------|
| Q36_07: My development in Character, Competence, and Commitment is a lifelong responsibility. | 0% | 0% | 0% | 2% | 28% | 69% | 97% | 4.7 | 0.55 | 7488 |
| Q14_11: I believe I am a Soldier for Life , responsible to live by the Army Ethic after completion of my service. | 1% | 3% | 4% | 8% | 26% | 62% | 88% | 4.4 | 0.86 | 7254 |
| Q27_02: In my unit or organization we... do not tolerate misconduct or unethical practices. | 2% | 5% | 7% | 10% | 42% | 41% | 83% | 4.2 | 0.93 | 7475 |
| Q12_06: In my unit or organization we... do not tolerate violations of the Army Ethic. | 2% | 5% | 6% | 11% | 43% | 40% | 83% | 4.1 | 0.90 | 7465 |
| Q11_03: In my unit or organization we... take pride in living by the Army Ethic. | 1% | 3% | 5% | 13% | 45% | 37% | 82% | 4.1 | 0.85 | 7442 |
| Q17_04: My leader (immediate supervisor)... cares about my morale and well-being. | 3% | 5% | 8% | 11% | 34% | 47% | 81% | 4.2 | 1.01 | 7472 |
| Q36_06: In my unit or organization we... provide each other with helpful coaching and counseling. | 2% | 7% | 10% | 13% | 45% | 32% | 77% | 4.0 | 0.98 | 7468 |
| Q17_05: My unit/organization cares about and supports the needs of my family/personal concerns. | 4% | 8% | 11% | 15% | 41% | 32% | 74% | 3.9 | 1.05 | 7464 |
| Q17_07: In my unit/organization, professional contribution is properly acknowledged and recognized. | 3% | 9% | 12% | 15% | 42% | 31% | 73% | 3.9 | 1.05 | 7467 |
| AVERAGE | 2% | 5% | 7% | 11% | 39% | 43% | 82% | 4.2 | 0.91 | 7444 |

Findings displayed above (table 47) are for the entire population of respondents. These results indicate the importance of establishing a climate in which people believe they are valued members of the team (Items Q36_06, Q17_05, and Q17_07). The inter-item correlation for these items is 0.622, suggesting that efforts to strengthen one of them will benefit all three.

At the conclusion of CASAP FY16, respondents were invited to provide their perspective on any aspect of the Army Profession, Army Ethic, *Army Culture of Trust*, or Unit/Organizational climate and to offer their recommendations to reinforce success or address issues requiring senior leader attention. Their aggregated comments are presented below (table 48). Just over 1350 comments were provided. The responses are classified into the five categories organized in descending order of frequency.

Table 48. CASAP FY16, Perspectives and Recommendations - Army Profession, Army Ethic, Army Culture of Trust, or Unit/Organizational climate

| QAP_01. Please provide your perspective on any aspect of the Army Profession, Army Ethic, Army Culture of Trust, or Unit/Organizational climate; and offer your recommendations to reinforce success or address issues requiring senior leader attention. | # | % |
|--|-------------|-------------|
| Army Ethic | 346 | 26 |
| Recommendations to reinforce success or issues require senior leader attention | 335 | 25 |
| Unit Organizational Climate | 280 | 20 |
| Army Profession | 236 | 17 |
| Army Culture of Trust | 159 | 12 |
| Total | 1356 | 100% |

Table 49. CASAP FY16, Perspectives and Recommendations - Army Profession, Army Ethic, Army Culture of Trust, or Unit/Organizational climate

| Below are illustrative examples of comments provided in each category identified at Table 48. | |
|--|---|
| Army Ethic | "We've come so far from the Army of the 80's and 90's. Continuing to improve upon ourselves, always with the Army Values in mind, will ultimately lead to an Army every American would be proud to belong to." |
| | "Senior Leadership must create a visible and tangible climate that upholds the Army Ethic. Soldiers will take notice good or bad." |
| Recommendations to reinforce success or issues requiring senior leader attention | "Senior leaders must be involved in the development of junior leaders and Soldiers. It is the duty of leaders not only to lead but to mentor." |
| | "Base everything on merit and not on how well and how long the individual is known." |
| Unit Organizational Climate | "I am very fortunate to belong to a unit where almost everyone truly enjoys what they do, they have a sense of belonging and they continuously strive to learn more and become better Soldiers." |
| | "In our organization people will talk about you, but not to you. If there is a perceived problem with a Soldier, very rarely are they pulled aside and given effective professional counseling." |
| Army Profession | "I believe we need to continue to train our younger Soldiers and Civilians to ensure they understand how their actions impact the Army Profession." |
| | "We should continue to train Soldiers on the Army Profession. Our citizens must have full trust and confidence that we will make good choices and adhere to the Army Profession." |
| Army Culture of Trust | "In any organization, trust is a key principle. None more so than the Army. As a leader, you can be called upon at any time to defend our nation. If you have not earned the respect and trust of your troops, you become ineffective as a leader." |
| | "Army Culture of Trust is a must between Army Civilians and Soldiers across the board and up the chain and it starts with the senior leadership." |

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Respondents were also asked to provide thoughts or recommendations that will help Senior Army Leaders improve the *State of the Army Profession*. Their aggregated comments are presented below (table 50). Just over 2060 comments were provided. The responses are classified into 7 categories, organized in descending order of frequency

Table 50. CASAP FY16, Recommendations to improve the state of the Army Profession

| QAP_02. What additional thoughts or recommendations do you have that will help Senior Army Leaders improve the state of the Army Profession? | # | % |
|---|-------------|-------------|
| Build trust within and across units/organizations | 451 | 22 |
| Live by and Uphold the Army Ethic | 427 | 21 |
| Address training needs | 357 | 17 |
| Hold individuals accountable for their actions | 280 | 14 |
| Perform duties with discipline and to standard | 249 | 12 |
| Staffing and resources | 171 | 8 |
| Address toxic behavior and understand family issues | 132 | 6 |
| Total | 2067 | 100% |

Table 51. CASAP FY16, Recommendations to improve the state of the Army Profession

| Typical recommendations and comments are illustrated below: | |
|--|--|
| Build trust within and across units/organizations | "Reinforce trust of leaders. There is a perception of distrust of between senior Army leaders and the rest of the Army." |
| | "Keep the focus on trust. Trust as a foundation of the Army Profession - should be viewed as a never changing principle." |
| Live by and Uphold the Army Ethic | "Reemphasize respect in the Army Profession and stop using profanity and inappropriate slang when referring to others." |
| | "Emphasize the Army Ethic and Army Values while leading others. Discuss ethical case studies using real examples." |
| Address training needs | "Keep Army Profession training going as it is always a good reminder that we as Soldiers have assumed responsibility to live by Army Values even when we are not wearing the uniform." |
| | "Provide all Soldiers from juniors to seniors with the proper training and resources to be a competent and well trained individual." |
| Hold individuals accountable for their actions | "Leaders need to accept responsibility for their failures and those of their subordinates instead of "passing the buck" or blaming circumstances." |
| | "Hold leaders accountable for developing subordinates, they must coach, counsel, and mentor." |
| Perform duties with discipline and to standard | "Senior Army leaders need to uphold discipline and standards. Do not expect junior Soldiers to do so if you don't." |
| | "Doing the right thing should be inculcated from day one as simply the standard. It should be so woven in that you don't need to emphasize it in a special campaign." |
| Staffing and resources | "The state of the profession will not change in my opinion until the resources match the strategic and tactical requirements placed on the shoulders of the Soldiers." |
| | "Maintaining equipment -- it's not a senior leader priority, so it suffers throughout the Army." |
| Address toxic leaders | "The biggest hurdle that the Army needs to clear is toxic leadership. These individuals need to be weeded out." |
| | "Do something about toxic leadership." We have too many bad leaders that try to make themselves look good instead of doing what is right." |
| Understand family issues | "Family, Family, Family! If Soldiers are not deployed or training, they should be allowed more time at home with their Families." |
| | "Give soldiers more time with Families. Not all tasks need to be completed before COB. When leaders realize this, morale will improve." |

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Summary of Findings

Results from CASAP FY16 provide an overview of the *State of the Army Profession* from the perspective of a statistically sufficient, stratified sample of Soldiers (PFC-COL) in all components and Army Civilians (GS 9-15, figure 2). Its essential elements of analysis include Army Profession Doctrine, Trust (internal and external), and Training (on “America’s Army – Our Profession” themes and the SMS initiative “Not In My Squad, see figure A-10).

Accordingly, the survey items and free response questions capture respondents’ perceptions of the doctrinal principles of the Army Profession (including understanding of doctrine, the shared identity of Soldiers and Army Civilians as *Trusted Army Professionals*, and the certification criteria: character, competence, and commitment). They address perspectives regarding trust at various levels within the Army Profession and with the American people. They also considered awareness and acceptance of key training programs that support and augment the concepts of the Army Profession and Mission Command.

| CASAP FY 16 Summary of Principal Findings: | |
|---|-----------------------------|
| • Army Profession Doctrine: | Agree/Strongly Agree |
| ➤ Understanding Army Profession and Army Ethic Doctrine and Concepts | 92% |
| ➤ Shared Identity as <i>Trusted Army Professional</i> | 95% |
| ➤ Character, Competence, Commitment / Certification | 93/69% |
| • Trust: | |
| ➤ With the American People | 85% |
| ➤ Among Communities of Practice (PoA & ACC) & Components / Cohorts | 81/83% |
| ➤ With Senior Army Leaders | 72% |
| ➤ In my Leader (Immediate Supervisor) | 80% |
| ➤ In my Peers / Subordinates | 85/92% |
| ➤ Within my Unit/Organization | 82% |
| • Training: | |
| ➤ America’s Army – Our Profession (AA-OP) | 69% |
| ➤ “Not in My Squad” (NIMS) | |
| ✓ Awareness / Acceptance of the concept | 47/81% |
| ✓ Mutual Trust and Cohesion: SGTs & SSGs in leadership positions | 83% |

Figure 95. CASAP FY16, summary of principal findings

Principal findings are summarized in figure 95. Overall, and consistent with findings from previous surveys of the Army Profession, Soldiers and Army Civilians “agree or strongly agree” they understand Army Profession doctrine and concepts (92%, figures 5, 6, 8), they embrace their shared identity as *Trusted Army Professionals* (95%, figures 5, 9, 10); and they agree with the operational definitions (93%, figures 5, 29, 31, 33) and the importance (97%, figures 5, 14, 15) of Army Profession certification criteria: “character,

competence, and commitment.” However, they are less confident in the Army Profession’s ability to successfully develop and accurately certify Army Professionals (69%, figures 5, 29, 31, 33).

Regarding trust, the strongest results are for trust in one’s subordinates (92%, figures 46, 70) and the weakest are for trust with senior Army leaders (72%, figure 47). While these results for subordinates represent a modest improvement over last year’s findings, they are generally consistent with findings from previous surveys of the Army Profession. Trust in Senior leaders is somewhat improved over findings during the Army Profession Campaign, but direct comparisons are not warranted due to change in the way survey items are worded.

The percentage of respondents reporting they have received training on the “America’s Army – Our Profession” themes continues to improve (69%, figure 88). For the first time, CASAP FY16 addressed the “Not In My Squad” (NIMS) initiative (begun in June 2015). Approximately, half of the Soldiers who responded reported they were aware of the initiative. Regardless, when shown the reason why the SMA began this effort, over 80% reported they supported the purpose of NIMS (figure 90).

CASAP FY16, also assessed the state of mutual trust and cohesion within Squad level units, as perceived by SGTs/SSGs in leadership positions, (77%, Item Q27_03, figure 91). Results are compared with those of other members of the PoA who are also serving as positional leaders (89%). Generally, Squad level leaders are less likely to “agree or strongly agree” on the NIMS dimensions than are other Army leaders in the PoA (figures 91 – 94).

Principal Findings Regarding Army Profession Doctrine (figure 5):

The doctrine of the Army Profession (ADRP 1) is well received and accepted across the Total Force. Over 90% of respondents “agree or strongly agree” that the Army is a profession and they understand the Army Ethic (figure 6). Soldiers and Army Civilians embrace their shared identity as *Trusted Army Professionals* (95% “agree or strongly agree,” figure 9).

While 85% of respondents “agree or strongly agree” they are mentoring another Army professional(s), only 57% “agree or strongly agree” they are being mentored (Items Q36_04 and Q36_03, figure 9). Respondents affirm support for the importance of character, competence, and commitment (certification criteria for Army Professionals) and are dedicated to life-long development as an Army leader (97%, figure 14).

Army professionals understand their loyalty is to the US Constitution (98% “agree or strongly agree,” Item Q21_06, figure 17); they are committed to honoring the bond of trust with the citizens they serve (97%, Item Q21_01, figure 17); and Soldiers and Army Civilians see their duty as a calling to honorable service (95%, Item Q18_04, figure 17). This last finding is related to the perspective that their life “has purpose and meaning” (95%, “agree or strongly agree,” Item Q34_10, figure 19). The correlation between Items Q18_04 and Q34_10 = 0.489.

They understand that conduct of the mission may require justly taking the lives of others and placing their own lives and well-being at risk (96%). Army professionals express their commitment to live by and uphold

the Army Ethic, both “on” and “off” duty (over 95%). However, they are less comfortable that their professional development has been successful in helping them deal with ethical challenges (81%, figure 25). This finding will be addressed within the Army Character Development Project, supported with specific recommendations to include ethical reasoning as a component of creative and critical thinking in making right decisions, planning, execution, and after action assessment. In this regard, Army professionals “agree or strongly agree” that decisions and actions must be ethical, effective and efficient (98%, figure 27).

Respondents “agree or strongly agree” (over 90%) with the operational definitions of character, competence, and commitment (as expressed in ADRP 1). However, they are less convinced that the Army is responsible for developing these qualities and express even less support for the Army profession’s ability to successfully develop and certify Soldiers and Army Civilians (figures 29, 31, and 33).

Principal Findings Regarding Trust (figures 35, 46):

With the American people.

Army professionals “agree or strongly agree” (94%) that toleration of unethical practices undermines trust with the American people. They believe that trust with the American people is earned as the Army Profession demonstrates its essential characteristics (88%); and 85% “agree or strongly agree” that the American people trust the Army to defend the Nation. Just over 80% believe the Army as an institution adheres to its ethic and that the Army will sustain the trust of the American people. However, just over half of respondents (54%) believe the Army wisely uses the resources entrusted by the American people (see figure 36). This finding requires further study to understand the underlying causes and remedies.

Among Communities of Practice / Components

Overall, 81% of respondents “agree or strongly agree” they trust Soldiers in the three components and Army Civilians to perform their duties with discipline and to standard. This finding is an improvement from findings on CASAP FY15 (see figure 38). There is a relationship between perceptions of trust and understanding of the role that each component and Army Civilian Corps plays in accomplishing the Army mission. The correlation between perceptions of trust and understanding of the role of the component is high (0.676), see figures 41 and 42. Interestingly, experience in having worked with a component or with Army Civilians is not a factor influencing levels of trust (see figures 43, 44). This finding will inform the design of training and education materials in support of FY17/18 AA – OP, *One Army, Indivisible*.

Among the Cohorts.

For the first time, CASAP FY16 addressed levels of trust among the Cohorts (figure 45). Trust in Senior Warrant Officers and Mid-Grade Noncommissioned Officers “to be honorable servants, Army experts, and stewards of the Army Profession” is highest, 90% of respondents “agree or strongly agree.” Levels of trust are lowest (69%) for Junior-Grade Army Civilians and Junior Enlisted Soldiers. Training and education materials supporting the FY17/18 AA – OP theme, *One Army, Indivisible* will discuss the roles of each

cohort in accomplishing the Army mission and the benefits of these products will be assessed on CASAP FY18.

With Senior Army Leaders.

Trust in General Officers is lower than with other Commissioned Officers (82% versus 86%). Whereas, trust in Senior Army Civilians is higher than other cohorts in the Army Civilian Corps (77% versus 74%). Overall trust that senior Army leaders effectively “ensure we are well led and well prepared” and that they “are properly caring for Soldiers, Army Civilians, and Families” averages 66% (see figure 46 in contrast to figure 47). These results may reflect a need for Senior Army leader to more effectively communicate the rationale for their decisions, policies, and practices affecting the total Force, Army culture, and esprit de corps.

In One’s Leader (Immediate Supervisor).

Overall trust in one’s leader (immediate supervisor) to perform duty with discipline and to standard and to make right (ethical, effective, and efficient) decisions averages 84% (see figure 48). This finding is consistent with perceptions that one’s leader demonstrates character (86%), competence (84%), and commitment (78%, figures 48, 50, and 59). Approximately 75% of leaders are perceived to simultaneously demonstrate character, competence, and commitment (see figure 63). The relationship between perceptions that one’s leader demonstrates these qualities and perceptions that the leader is trusted is very high (correlation = 0.876). The key finding is that to earn the trust of one’s subordinates, a leader must demonstrate each of the Army profession certification criteria (see figure 64 and Item Q13_05, figure 14); 97% of Army professionals “agree or strongly agree.” In a complementary finding, when trust in one’s leader is lost, failure in character, or competence, or commitment (or some combination of these) are about equally likely to be the cause (see figure 65).

Perceptions that one’s leader (immediate supervisor) builds mutual trust is 82% (figure 54). Impressions that one’s leader (immediate supervisor) “sets the example” averages 77% (figure 59). Leaders are rated lowest (74%, figure 61) on providing coaching and counseling. This finding is consistent with prior surveys of the Army Profession and with other surveys that address this important leader responsibility (see figure 62).

In One’s Peers.

On average, Army professionals trust in peers is 85% (figure 67). This finding is based on a dimension including ten items (Cronbach’s alpha = 0.967). Peers are rated highest in overcoming adversity in performance of duty (an indicator of commitment), with 87% “agreement or strong agreement.” The lowest rating, 82%, is with the statement that “peers treat everyone with respect.” This finding provides reinforcement for initiatives such as “Not In My Squad” and SHARP which emphasize the importance of recognizing the intrinsic dignity and worth of all members of the team – treating each with respect. It is noteworthy that findings regarding trust and demonstrated character, competence, and commitment are affirmed by results displayed in figure 69. Specifically, 86% percent of peers are perceived to simultaneously demonstrate the Army Profession certification criteria and 88% of peers are perceived to

do what is right (ethical, effective, and efficient) and to be worthy of trust. However, the conditional likelihood of being trusted given that one is perceived to demonstrate the certification criteria is 98%, or essentially certain.

In One's Subordinates.

On average, subordinates receive the highest ratings for trust in comparison with leaders and peers. Based on a mean score of responses to nine items (Cronbach's alpha = .952), 92% of respondents "agree or strongly agree" that their subordinates demonstrate character, competence, and commitment (figure 70). Subordinates are perceived to treat others with respect (92%) and to set a good example for others (90%). As with trust in leaders and peers, trust in subordinates is dependent on perceptions that subordinates demonstrate character, competence, and commitment. Specifically, when subordinates are rated as demonstrating the Army Profession certification criteria, 99% are rated as being worthy of trust (figure 73).

Within Unit or Organization.

Based on average results for ten items relating to trust within one's unit or organization (Cronbach's alpha = 0.959, figure 74). Units and organizations are rated highest on perceptions of commitment to the mission despite adversity (88%) and that the mission is accomplished in the right way (ethically, effectively, and efficiently), 87% "agree or strongly agree." The weakest support is for the perception that the unit or organization takes "pride in living by the Army Ethic" (82%). This finding supports the continuing importance of the FY 15/15 AA – OP theme, "Living by the Army Ethic, *Why and How We Serve*." The training and education materials associated with this theme remain available at: <http://cape.army.mil/aaop/living-the-army-ethic/>. Unit commanders and organizational leaders may continue to use them in professional development sessions. As noted in the response to Items Q19_02 and Q20_02, a substantial percentage of respondents had not yet received this FY15/16 AA – OP training.

Regarding assessment of esprit de corps within units and organizations, 78% of respondents "agree or strongly agree" their unit demonstrates a "Winning Spirit" (Item Q18_06, figure 79). This finding is related to perceptions that the unit overcomes adversity (Q18_01, 88%, figure 74). The correlation of Item Q18_01 to Item Q18_06 = 0.669.

Units and organizations are generally perceived to "recognize the intrinsic dignity and worth of all" (Item Q39_06, 84%, figure 81). This finding is related to perceptions that the leader (Item Q12_08, 84%), peers (Item Q12_11, 82%), and subordinates (Item Q12_10, 92%) demonstrate respect for others (see figures 54, 67, and 70). The Cronbach's alpha for these four items is 0.716 and the inter-item correlation is 0.386.

However, there is some concern that the unit is a caring source of support for family/personal matters (Item Q17_05, 74%). Similarly, 73% (Item Q17_07) "agree or strongly agree" that one's contributions are properly acknowledged and recognized (figure 81). The correlation of Item Q17_05 to Item Q17_07 = 0.660.

Perceptions that the unit, as a team, demonstrates “character, competence, and commitment” is directly related to perceptions of unit trust and cohesion (correlation = 0.865, figure 83). Finally, about 30% of respondents report that they “agree or strongly agree” with the statement: “In my present unit I have experienced conflict between ‘loyalty’ to my team and ‘doing what is right’” (Item Q10_05). Of those, about 20% report this is a routine challenge (Item Q10_05a, figure 84). These results are consistent between men and women and between the PoA and ACC (see figure 86).

Interference between demands of duty and responsibilities to family/personal life are reported by 45% of respondents (Item Q34_11, figure 85). Women are less likely to report this tension than are men and Soldiers are more likely to perceive this conflict than are Army Civilians (figure 86).

Principal Findings Regarding Training and Education (figure 87):

Training and Education on AA – OP and the frequency of use of CAPE products supporting the themes have shown steady improvement as shown in figures 88 and 89. This trend will be assessed for FY17/18 AA – OP, *One Army, Indivisible* on CASAP FY18.

Awareness of and support for NIMS in its first year suggests it is well received and having a positive impact (figure 90). This finding will continue to be an element of analysis as will results on items related to the state of mutual trust and cohesion within units and organizations at all levels (figures 91 – 94).

Conclusion –

- **Army Profession Doctrine is widely understood and accepted; and our shared identity as *Trusted Army Professionals* is embraced across the Total Army.**
- **AA-OP is well received and is increasingly integrated in training throughout the Force; its effects will require future assessment.**
- **Understanding the role of each element of the Total Army (a focus of FY17-18 AA-OP - “One Army, Indivisible”) has the potential to strengthen mutual trust and cohesion.**
- **Where executed, NIMS is having a positive impact.**
- **Army professionals understand and value their roles as “Stewards of the Army Profession.” However, assessment of our success at caring for each other and our resources suggests that *Stewardship*, at all levels of responsibility, requires our attention.**

Figure 96. CASAP FY16, conclusions

Appendix A

CASAP FY16 Background Documentation

Notice of Exemption


| | |
|--|--|
|  | DEPARTMENT OF THE ARMY US ARMY RESEARCH, DEVELOPMENT AND ENGINEERING COMMAND ARMAMENT RESEARCH, DEVELOPMENT AND ENGINEERING CENTER PICATINNY, NEW JERSEY 07806-5000 |
| | ARDEC- NOTICE OF EXEMPTION (Revised) <i>DOD Assurance # A20133</i> <i>HHS Assurance # FWA00007405</i> |
| New Project | |
| Date: December 1, 2016 | |
| To: LTC Peter O. Dissmore | |
| From: Barbara J. LoDico, Human Protections Administrator | |
| ARDEC HRPO #: H15-0025 | |
| Project Title: CASAP FY 16 | |
| Sponsor: Training and Doctrine Command | |
| Performance Site: The Center for the Army Profession and Ethic, West Point, New York. The Center for Army Leadership, Fort Leavenworth, Kansas | |
| Review Type: Exempt #2 | |
| Determination Date: October 8, 2015 | |
| Documents Reviewed: | |
| <ul style="list-style-type: none">• H15-0025 ARDEC HRPP Determination Protocol for CASAP FY16_20151007.docx• H15-0025 CAPE correspondence 20151001 .pdf• H15-0025 Dissmore correspondence 20151007.pdf | |
| <p>1. The ARDEC HPA determined that this project is exempt from IRB review in accordance with 32 CFR 219 under category #2, "Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey procedures, interview procedures or observation of public behavior, unless: (i) Information obtained is recorded in such a manner that human subjects can be identified, directly or through identifiers linked to the subjects; AND (ii) Any disclosure of the human subjects' responses outside the research could reasonably place the subjects at risk of criminal or civil liability or be damaging to the subjects' financial standing, employability, or reputation".</p> <p>2. This determination applies only to the activities described in this submission because all data received by CAPE will be stripped of identifiers. If changes are made, please submit a request to the ARDEC HRPO for a new determination.</p> <p>3. The final study report and any supporting documents should be submitted to the ARDEC HRPO when the study is completed or terminated.</p> <p>4. The ARDEC Human Research Protection Office POC for this study is Jessica Rakauskas at 973-724-4985 or jessica.l.rakauskas.civ@mail.mil.</p> <p>Please include your Project Title and ARDEC HRPO # in all correspondence th this office.</p> | |

Figure A-1. U.S. Army Research, Development and Engineering Command - Notice of Exemption

Distribution Restriction: Approved 10 April 2017 for public release; distribution is unlimited.

Survey Approval

-----Original Message-----

From: Simmons, Robert O CIV USARMY HQDA ARI (US)

[mailto:robert.o.simmons2.civ@mail.mil]

Sent: Friday, January 08, 2016 6:20 PM

To: Toffler, Patrick A CTR US USA TRADOC <Patrick.Toffler@usma.edu>;

Vermeesch, John A COL MIL USA TRADOC <John.Vermeesch@usma.edu>

Cc: Zifchock, Jeremy A CIV USA TRADOC <Jeremy.Zifchock@usma.edu>; Thompson,

Nicole J CIV USARMY HQDA ARI (US) <nicole.j.thompson14.civ@mail.mil>;

Fallesen, Jon J CIV (US) <jon.j.fallesen.civ@mail.mil>

Subject: RE: Army Survey Request -- Supporting Statement

COL Vermeesch and Mr. Toffler,

Here is your license, followed by a number of comments and recommendations aimed at reducing survey burden and increasing your survey's response rate, reliability, and validity.

SURVEY APPROVAL AUTHORITY:

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES SURVEY

CONTROL NUMBER: DAPE-ARI-AO-16-5

RCS: MILPC-3

EXPIRES: 01/08/2017

...

For our records (not any further review), please send us the final version of the survey.

Best wishes!

Rob

Robert O. Simmons, Ph.D.

Senior Research Psychologist

U.S. Army Research Institute (ARI)

(703) 545-2332

DSN: 865-2332

Figure A-2. U.S. Army Research Institute, Survey Approval Control Number

Introductory Memorandum



| | |
|---|---|
|  | DEPARTMENT OF THE ARMY U.S. ARMY COMBINED ARMS CENTER AND FORT LEAVENWORTH 415 SHERMAN AVENUE FORT LEAVENWORTH, KANSAS 66027-2300 |
| | REPLY TO ATTENTION OF |
| ATZL-MCE | 26 FEB 2016 |
| MEMORANDUM FOR Center for the Army Profession and Ethic Annual Survey of the Army Profession (CASAP) Participants | |
| SUBJECT: Assessment of the Army Profession | |
| <p>1. All of us, Soldiers and Army Civilians, are responsible Stewards of the Army Profession. As we live by and uphold the Army Ethic, we continuously reinforce trust with the American people and with each other. We are expected to take care of our Army Family and the resources we are provided to accomplish our missions.</p> <p>2. As an essential component of Stewardship, we continuously assess the state of the Army Profession. In this regard, we need your candid, confidential perspectives – your insights and opinions; these will help inform senior Army leaders about present strengths and weaknesses within the Army Profession. This will assist us in developing policies and practices to strengthen both the characteristics of our profession and our Army culture of trust.</p> <p>3. Thank you for your voluntary participation in this important survey and for your continuing Honorable Service to our Nation.</p> | |
|  ROBERT B. BROWN Lieutenant General, USA Commanding | |

Figure A-3. Assessment of the Army Profession Memorandum to Soldiers and Army Civilians

CASAP FY16 Sampling and Response Data

| Active Army | | | | | | |
|--------------------|--------------------------|---|---------------|------------------------------|----------------------|--------------------------------------|
| Rank | 20160331 Rank Pop | # / Rank for 95% Confidence with CI=5% | Sample | Number of Respondents | Response Rate | Confidence Level 95% CI (+/-) |
| COL | 4203 | 352 | 450 | 220 | 49% | 6.4 |
| LTC | 9319 | 369 | 997 | 230 | 23% | 6.4 |
| MAJ | 15757 | 375 | 1686 | 151 | 9% | 7.9 |
| CPT | 29085 | 379 | 2820 | 183 | 6% | 7.2 |
| 1LT | 13306 | 373 | 1290 | 104 | 8% | 9.6 |
| 2LT | 6314 | 362 | 612 | 73 | 12% | 11.4 |
| CW5 | 630 | 239 | 196 | 54 | 28% | 12.8 |
| CW4 | 2068 | 324 | 642 | 114 | 18% | 8.9 |
| CW3 | 4236 | 352 | 1315 | 100 | 8% | 9.7 |
| CW2 | 6161 | 362 | 1912 | 83 | 4% | 10.7 |
| W01 | 1839 | 318 | 571 | 59 | 10% | 12.6 |
| CSM | 1511 | 306 | 143 | 111 | 78% | 9.0 |
| SGM | 1818 | 317 | 172 | 113 | 66% | 8.9 |
| 1SG | 4976 | 357 | 472 | 61 | 13% | 12.5 |
| MSG | 5987 | 361 | 568 | 124 | 22% | 8.7 |
| SFC | 35517 | 380 | 3367 | 342 | 10% | 5.3 |
| SSG | 55660 | 382 | 4225 | 280 | 7% | 5.8 |
| SGT | 66794 | 382 | 5070 | 159 | 3% | 7.8 |
| CPL SPC | 119364 | 383 | 6872 | 152 | 2% | 7.9 |
| PFC | 45532 | 381 | 2622 | 26 | 1% | 19.2 |
| TOTAL | 430077 | 384 | 36000 | 2739 | 8% | 1.9 |

Figure A-4. CASAP FY16, Sampling Plan and Response Data – Active Army

| ARNG | | | | | | |
|--------------|--------------------------|---|---------------|------------------------------|----------------------|--------------------------------------|
| Rank | 20160331 Rank Pop | # / Rank for 95% Confidence with CI=5% | Sample | Number of Respondents | Response Rate | Confidence Level 95% CI (+/-) |
| COL | 1452 | 304 | 556 | 112 | 20% | 8.9 |
| LTC | 3531 | 347 | 1353 | 173 | 13% | 7.3 |
| MAJ | 6539 | 363 | 2506 | 183 | 7% | 7.1 |
| CPT | 10623 | 371 | 3130 | 130 | 4% | 8.5 |
| 1LT | 9487 | 369 | 2796 | 77 | 3% | 11.1 |
| 2LT | 4663 | 355 | 1374 | 37 | 3% | 16.1 |
| CW5 | 392 | 194 | 190 | 29 | 15% | 17.5 |
| CW4 | 1429 | 303 | 692 | 118 | 17% | 8.6 |
| CW3 | 2096 | 325 | 1015 | 69 | 7% | 11.6 |
| CW2 | 3553 | 347 | 1721 | 87 | 5% | 10.4 |
| W01 | 1097 | 285 | 531 | 33 | 6% | 16.8 |
| CSM | 943 | 273 | 165 | 69 | 42% | 11.4 |
| SGM | 1139 | 287 | 199 | 72 | 36% | 11.2 |
| 1SG | 2636 | 335 | 460 | 79 | 17% | 10.9 |
| MSG | 4721 | 355 | 825 | 111 | 13% | 9.2 |
| SFC | 21434 | 377 | 3744 | 151 | 4% | 8.0 |
| SSG | 39064 | 380 | 4105 | 177 | 4% | 7.4 |
| SGT | 64386 | 382 | 6766 | 103 | 2% | 9.7 |
| CPL SPC | 94750 | 383 | 7691 | 46 | 1% | 14.5 |
| PFC | 39168 | 380 | 3180 | 1 | 0% | 98.0 |
| TOTAL | 313103 | 384 | 43000 | 1857 | 4% | 2.3 |

Figure A-5. CASAP FY16, Sampling Plan and Response Data – ARNG

| USAR | | | | | | |
|--------------|-------------------|--|--------------|-------------|---------------|-------------------------------|
| Rank | 20160331 Rank Pop | # / Rank for 95% Confidence with CI=5% | Sample | Respondents | Response Rate | Confidence Level 95% CI (+/-) |
| COL | 1875 | 319 | 565 | 125 | 22% | 8.5 |
| LTC | 5178 | 358 | 1559 | 138 | 9% | 8.3 |
| MAJ | 7270 | 365 | 2189 | 128 | 6% | 8.6 |
| CPT | 10784 | 371 | 2833 | 118 | 4% | 9.0 |
| 1LT | 5956 | 361 | 1565 | 65 | 4% | 12.1 |
| 2LT | 2196 | 327 | 577 | 27 | 5% | 18.8 |
| CW5 | 106 | 83 | 47 | 10 | 21% | 29.6 |
| CW4 | 518 | 221 | 232 | 31 | 13% | 17.1 |
| CW3 | 943 | 273 | 422 | 29 | 7% | 17.9 |
| CW2 | 1377 | 301 | 616 | 39 | 6% | 15.5 |
| W01 | 407 | 198 | 182 | 9 | 5% | 32.3 |
| CSM | 755 | 255 | 241 | 27 | 11% | 18.5 |
| SGM | 801 | 260 | 255 | 42 | 16% | 14.7 |
| 1SG | 1312 | 297 | 418 | 40 | 10% | 15.3 |
| MSG | 4366 | 353 | 1392 | 106 | 8% | 9.4 |
| SFC | 15334 | 375 | 4887 | 199 | 4% | 6.9 |
| SSG | 20226 | 377 | 2747 | 88 | 3% | 10.4 |
| SGT | 33149 | 380 | 4503 | 57 | 1% | 13.0 |
| CPL SPC | 54892 | 381 | 5577 | 28 | 1% | 18.5 |
| PFC | 16655 | 376 | 1692 | 7 | 0% | 34.6 |
| TOTAL | 184100 | 383 | 32500 | 1313 | 4% | 2.7 |

Figure A-6. CASAP FY16, Sampling Plan and Response Data – USAR

| Army Civilian Corps | | | | | | |
|----------------------------|---------------------------|--|---------------|------------------------------|----------------------|--------------------------------------|
| Grade | 20160331 Grade Pop | # / Grade for 95% Confidence with CI=5% | Sample | Number of Respondents | Response Rate | Confidence Level 95% CI (+/-) |
| GS15 | 2518 | 333 | 1149 | 238 | 21% | 6.1 |
| GS14 | 8252 | 367 | 1266 | 253 | 20% | 6.1 |
| GS13 | 24714 | 378 | 1454 | 256 | 18% | 6.1 |
| GS12 | 34950 | 380 | 2000 | 386 | 19% | 5.0 |
| GS11 | 27788 | 379 | 1714 | 319 | 19% | 5.5 |
| GS10 | 2286 | 329 | 800 | 123 | 15% | 8.6 |
| GS9 | 16087 | 380 | 1617 | 290 | 18% | 5.7 |
| TOTAL | 116595 | 383 | 10000 | 1865 | 19% | 2.3 |

Figure A-7. CASAP FY16, Sampling Plan and Response Data – ACC

| Component | 20160331 Gender Pop | # for 95% Confidence with CI=5% | Sample | Number of Respondents | Response Rate | Confidence Level 95% CI (+/-) |
|------------------|----------------------------|--|---------------|------------------------------|----------------------|--------------------------------------|
| Active | 430077 | 384 | 36000 | 2739 | 7.6% | 1.9 |
| Guard | 313103 | 384 | 43000 | 1857 | 4.3% | 2.3 |
| Reserve | 184100 | 383 | 32500 | 1313 | 4.0% | 2.7 |
| Total PoA | 927280 | 384 | 111500 | 5909 | 5.3% | 1.3 |
| ACC | 116595 | 383 | 10000 | 1865 | 18.7% | 2.3 |
| Total AP | 1043875 | 384 | 121500 | 7774 | 6.40% | 1.1 |

| Army Profession | 2016 Population | # for 95% Confidence with CI=5% | Sample | Number of Respondents | Response Rate | Confidence Interval at 95% |
|------------------------|------------------------|--|---------------|------------------------------|----------------------|-----------------------------------|
| Profession of Arms | 927280 | 384 | 111500 | 5909 | 5.3% | 1.3 |
| Army Civilian Corps | 116595 | 383 | 10000 | 1865 | 18.7% | 2.3 |
| Total AP | 1043875 | 384 | 121500 | 7774 | 6.40% | 1.1 |

Figure A-8. CASAP FY16, Sampling Plan and Response Data – Communities of Practice and Components

| Gender | | | Respondents | | | |
|---------------|---------------|-----------------------|--------------------|----------------------------|--------------|--------------------------------------|
| | Active | National Guard | Reserve | Army Civilian Corps | Total | Confidence Level 95% CI (+/-) |
| Male | 2374 | 1609 | 1046 | 1178 | 6207 | 1.2 |
| Female | 365 | 248 | 267 | 687 | 1567 | 2.5 |
| TOTAL | 2739 | 1857 | 1313 | 1865 | 7774 | 1.1 |

| Gender | | 20160331 | Population | | |
|---------------|---------------|-----------------------|-------------------|----------------------------|----------------|
| | Active | National Guard | Reserve | Army Civilian Corps | Total |
| Male | 368395 | 263698 | 142219 | 72663 | 846975 |
| Female | 61682 | 49405 | 41881 | 43932 | 196900 |
| TOTAL | 430077 | 313103 | 184100 | 116595 | 1043875 |

Figure A-9. CASAP FY16, Response Data – Gender and Components

CASAP FY16 Survey Design

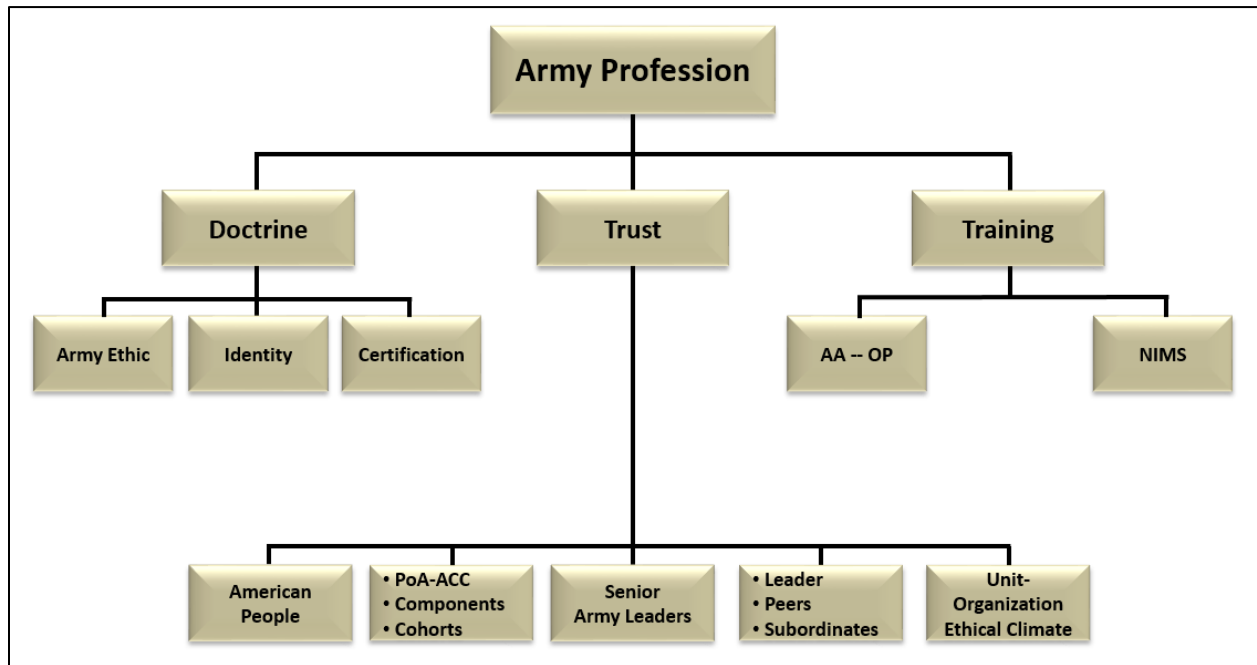


Figure A-10. CASAP FY16 – Assessment of the state of the Army Profession – essential elements of analysis

| | | | | | |
|--|---|---|--|--|--|
| Army Profession (Mission-Team) Military vocation, entrusted to support and defend the Constitution of the United States and its National interests, under Civilian Authority, through the ethical, effective, and efficient application of landpower | Trust (External) The confidence and faith that the American people have in the Army to serve the Nation ethically, effectively, and efficiently. Consistent demonstration of HS, ME, ST, EdC | Honorable Service Support & Defend the Constitution IAW National Values and the Army Ethic | Military Expertise DOTMLPF-P Ethical Design, Generation, Support, and Application of Landpower m-t,p-c,m-e,h-ld | Stewardship Strengthen the Profession; Establish Policy, Programs, Systems, and Processes; Manage Resources, Facilities, & Installations | Esprit de Corps Army Culture of Trust; Customs, Courtesies, & Traditions; Army Ethos |
| Trusted Army Professional (Duty-Identity) A member of the Army Profession (Soldier-Army Civilian) who meets the certification criteria in Character, Competence, & Commitment | Trust (Internal) Reliance on the character, competence, and commitment of Army professionals to live by and uphold the Army Ethic. Consistent demonstration of C,C,C | Honorable Servant (Character) Dedication and adherence to the Army Ethic , including Army Values, as consistently and faithfully demonstrated in decisions and actions | Army Expert (Competence) Demonstrated ability to successfully perform Duty with discipline and to standard | Steward (Commitment) Resolve to contribute Honorable Service to the Nation and accomplish the mission despite adversity, obstacles, and challenges Coach, Counsel, Mentor; Uphold Standards & Discipline | Morale Winning Spirit; Warrior Ethos; Army Fit; Ready & Resilient |

Army Professional Development: Education, Training, Experience

Figure A-11. Characteristics of the Army Profession and identity -- *Trusted Army Professionals*



Figure A-12. Mutual Trust through Living our Shared Identity – *Trusted Army Professionals*

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Appendix B

Explanation and Interpretation of Statistical Indices

The interpretation of *Cohen's d*

| Cohen's Standard | Effect Size | Percentile Standing | Percent of Nonoverlap |
|-------------------|-------------|---------------------|-----------------------|
| | 2.0 | 97.7 | 81.1% |
| | 1.9 | 97.1 | 79.4% |
| | 1.8 | 96.4 | 77.4% |
| | 1.7 | 95.5 | 75.4% |
| | 1.6 | 94.5 | 73.1% |
| | 1.5 | 93.3 | 70.7% |
| | 1.4 | 91.9 | 68.1% |
| | 1.3 | 90 | 65.3% |
| | 1.2 | 88 | 62.2% |
| | 1.1 | 86 | 58.9% |
| | 1.0 | 84 | 55.4% |
| | 0.9 | 82 | 51.6% |
| LARGE | 0.8 | 79 | 47.4% |
| | 0.7 | 76 | 43.0% |
| | 0.6 | 73 | 38.2% |
| MEDIUM | 0.5 | 69 | 33.0% |
| | 0.4 | 66 | 27.4% |
| | 0.3 | 62 | 21.3% |
| SMALL | 0.2 | 58 | 14.7% |
| | 0.1 | 54 | 7.7% |
| NEGLIGIBLE | 0.0 | 50 | 0% |

Cohen (1988) ¹ hesitantly defined effect sizes as "small, $d = .2$," "medium, $d = .5$," and "large, $d = .8$ ", stating that "there is a certain risk in inherent in offering conventional operational definitions for those terms for use in power analysis in as diverse a field of inquiry as behavioral science" (p. 25).

Effect sizes can also be thought of as the average percentile standing of the average treated (or experimental) participant relative to the average untreated (or control) participant. An ES of 0.0 indicates that the mean of the treated group is at the 50th percentile of the untreated group. An ES of 0.8 indicates that the mean of the treated group is at the 79th percentile of the untreated group. An effect size of 1.7 indicates that the mean of the treated group is at the 95.5 percentile of the untreated group.

Effect sizes can also be interpreted in terms of the percent of non-overlap of the treated group's scores with those of the untreated group, see Cohen (1988, pp. 21-23) for descriptions of additional measures of non-overlap. An ES of 0.0 indicates that the distribution of scores for the treated group overlaps completely with the distribution of scores for the untreated group, there is 0% of non-overlap. An ES of 0.8 indicates a non-overlap of 47.4% in the two distributions. An ES of 1.7 indicates a non-overlap of 75.4% in the two distributions.

<http://www.uccs.edu/lbecker/effect-size.html>

1. Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Lawrence Earlbaum

Figure B-1. *Cohen's d* index of "effect size"

In statistics (Classical Test Theory), **Cronbach's α (alpha)** ¹ is used as a (lower-bound) estimate of the reliability of a psychometric test.

It has been proposed that α can be viewed as the expected correlation of two tests that measure the same construct. By using this definition, it is implicitly assumed that the average correlation of a set of items is an accurate estimate of the average correlation of all items that pertain to a certain construct. ²

Cronbach's α is a function of the number of items in a test, the average covariance between item-pairs, and the variance of the total score.

| Cronbach's alpha | Internal consistency |
|-------------------------|---------------------------------|
| $\alpha \geq 0.9$ | Excellent (High-Stakes testing) |
| $0.7 \leq \alpha < 0.9$ | Good (Low-Stakes testing) |
| $0.6 \leq \alpha < 0.7$ | Acceptable |
| $0.5 \leq \alpha < 0.6$ | Poor |
| $\alpha < 0.5$ | Unacceptable |

https://en.wikipedia.org/wiki/Cronbach%27s_alpha

1. Cronbach LJ (1951). "Coefficient alpha and the internal structure of tests". *Psychometrika* **16** (3): 297–334.
2. Nunnally, J. C. (1978). Assessment of Reliability. In: Psychometric Theory (2nd ed.). New York: McGraw-Hill.

Figure B-2. Cronbach's α (alpha)

Factor Analysis

Factor analysis is a method of data reduction. It does this by seeking underlying unobservable (latent) variables that are reflected in the observed variables (manifest variables). There are many different methods that can be used to conduct a factor analysis (such as principal axis factor, maximum likelihood, generalized least squares, un-weighted least squares). There are also many different types of rotations that can be done after the initial extraction of factors, including orthogonal rotations, such as varimax and equimax, which impose the restriction that the factors cannot be correlated, and oblique rotations, such as promax, which allow the factors to be correlated with one another. Factor analysis is based on the correlation matrix of the variables involved, and correlations usually need a large sample size before they stabilize. Tabachnick and Fidell (2001, page 588) cite Comrey and Lee's (1992) advice regarding sample size: 50 cases is very poor, 100 is poor, 200 is fair, 300 is good, 500 is very good, and 1000 or more is excellent. As a rule of thumb, a bare minimum of 10 observations per variable is necessary to avoid computational difficulties.

<http://www.ats.ucla.edu/stat/spss/output/factor1.htm>

Figure B-3. Factor Analysis

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